

A PROPOSAL FOR THE SELECTION OF A SUPERINTENDENT

Presented To:

SUPT

OCT 30 2008

O U S D



OAKLAND UNIFIED
SCHOOL DISTRICT

every student. every classroom. every day.

Submitted By:

Ray and Associates, Inc.

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FINDING LEADERS FOR AMERICA'S SCHOOLS

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Ray and Associates, Inc.
Leaders in Executive Searches

October 29, 2008

Oakland Unified School District
ATTN: Mr. David Kakishiba, Board President
1025 2nd Avenue
Oakland, CA 94606

Dear Mr. Kakishiba and Members of the Governing Board:

This letter is in response to your request regarding the need for our services to assist you in the search for a new Superintendent. We are confident the Board will be quite pleased with the services we can provide. We have been very successful in providing Superintendent search services for districts that are similar in terms of size, cultural diversity and geographic location.

Ray and Associates has a long-standing relationship with NCERT (National Center for Education Research and Technology), in California, as well as the Urban Superintendents Association of America and Council of the Great City Schools. Ms. Anita Johnson, Dr. Stu Gothold and Dr. Mike McLaughlin are three of our associates, located in California, whom have done numerous searches throughout California. Dr. Don Kussmaul, who was the 2005 president of the American Association of School Administrators, and Dr. Stan Paz, past president of Association of Latino Administrators and Superintendents (ALAS), are also our associates.

As I'm sure you are aware, the selection of Superintendent will be one of the most important tasks your Board will perform. The Board's success in the selection process will affect your school district's education program for years to come. It is extremely important to find the "right fit" for the District. We are familiar with the western region as we are currently conducting superintendent searches for Paradise Valley Unified School District, Arizona, Colorado Springs School District 11, Colorado; North Clackamas School District, Oregon and Kent School District, Washington and previously assisted Seattle Public Schools, Tacoma Public Schools, Lake Washington School District and Mukilteo School District #6, Washington; Salem-Keizer Public Schools, Oregon; Natrona County School District (Casper), Wyoming; Albuquerque Public Schools, New Mexico; Tempe Union High School District and Cartwright Elementary District, Arizona and Boulder Valley School District, Adams County School District 50 and Pueblo School District No. 60, Colorado in their search for educational leadership. Nationally we have completed searches for Fort Worth ISD, Texas; Prince George's County Public Schools, Maryland; Manheim Township School District, Pennsylvania; Memphis City Schools and Knox County Schools, Tennessee; Guilford County Schools and Charlotte-Mecklenburg Schools, North Carolina; Beaufort County School District, South Carolina; Newport News Public Schools, Virginia and School District of Indian River County, Florida. We are currently conducting searches for Fayetteville Public Schools, Arkansas; Paterson Public Schools, New Jersey; Kirkwood School District, Missouri; Bedford County Public Schools, Virginia and many others across the nation.

We are a national search firm that is uniquely equipped to assist you in the selection of a Superintendent who meets your particular needs and qualifications. We will not only advertise, but

also actively recruit potential candidates that will meet the criteria established by your Board, including women and minorities. Most other consultants do not seek out candidates for a position as we do for our clients. With our extensive national associate base, Ray and Associates, Inc. will be able to recruit quality candidates from around the country as well as within the state. We have often found excellent in-state candidates, who would not otherwise have applied for the position due to a possible conflict of interest with a state or local firm. Our professional, objective procedures allow us to attract, process, and screen the most successful candidates for a Superintendent position. You will also find our system is flexible, which allows us to customize the search to meet the desires of the Board.

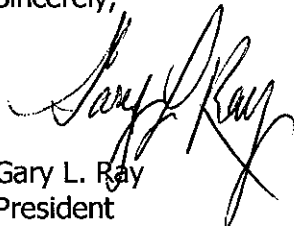
Our firm has exhibited at the National School Boards Association (NSBA) and the American Association of School Administrators (AASA) for over thirty years. This year the firm will exhibit and present at numerous state school board associations and have previously exhibited at the California School Boards Association (CSBA) National Conferences. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients.

It is our goal to make the selection process professional, efficient, and successful to assure your complete satisfaction with our services. It is quite common for a Board to be concerned about the quality of candidates who might be available in today's chief executive officer market. Outstanding administrators will need to be recruited regardless of the time of year or the position needs to be filled because many of these school leaders already have good jobs. We feel that our firm can be very successful in attracting candidates that will meet or exceed your expectations. With a consulting firm of over one hundred (100) associates located nationwide, Ray and Associates, Inc. has been able to develop the most comprehensive pool of candidates of any executive search firm in the country. Our reputation for success is built upon providing school districts precisely the type of candidate that satisfies not only the Board, but the community and faculty as well.

Ray and Associates, Inc. strives to provide the district with the best match possible based on what we learn in our extensive interaction with the Board and key players in the search. It is our desire to activate our network in your behalf to locate individuals that can effectively assume the top executive post in your district.

We welcome the opportunity to make a presentation of our services at your convenience. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our Cedar Rapids office at 319-393-3115.

Sincerely,

A handwritten signature in black ink, appearing to read "Gary L. Ray". The signature is fluid and cursive, written over a white background.

Gary L. Ray
President

TABLE OF CONTENTS

	PAGE
INTRODUCTION	
Brief Overview.....	1
Performance.....	1
1. SCOPE OF WORK	
Consultant Services Provided.....	2
Building the Profile.....	4
Recruitment	4
Recommended Advertising	5
Sample Ads	6
Monitoring the Search Process.....	7
Client Checkpoints	7
2. QUALIFICATIONS OF CONSULTANT	
Profile of the Firm.....	8
Executive Summary	9
Tenure Chart.....	10
California Searches	13
The Team	14
Key Associates for the Project	15
Summary of Project Associates.....	15
Résumés	
Gary Ray.....	16
Anita Johnson.....	18
Jesse Gonzales	19
Stu Gothold.....	22
Stan Paz	24
3. REFERENCES	30
Sample Report.....	32
4. TIME FOR PERFORMANCE	
Suggested Timeline	35
5. FEES	
Search Cost — The Complete Process	36
Cost Breakdown — <i>Consultant Fee/District Expenses</i>	36
Performance Contract	36
Estimated Cost Sheet.....	37

TABLE OF CONTENTS (CONT)

GENERAL PROVISIONS

Confidentiality	38
Facilitating the Transition	38
Satisfaction Guaranteed	38

APPENDIX A	39
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INTRODUCTION

THE SEARCH

This proposal is an example of the quality of our work for a state, regional and national search. Our firm is committed to spending the time and energy on the details necessary to perform a proper search. *We actively seek out and screen all candidates who are recruited during the search to identify those who are superior and who meet or exceed the qualifications set by the Board.*



BRIEF OVERVIEW

This document is designed to demonstrate that we desire to provide you with a complete, detailed package customized to the Oakland Unified School District in a performance contract regarding our professional services for your Superintendent search.

PERFORMANCE

We have developed highly effective procedures to assist schools, step by step, in selecting a Superintendent whose qualifications meet its criteria. This proposal outlines the detailed procedures and steps that make our searches successful. ***We have been highly successful in delivering outstanding candidates in all of our searches.***

1. Scope of Work

CONSULTANT SERVICES PROVIDED FOR THE OAKLAND UNIFIED SCHOOL DISTRICT



THE CONSULTANT WILL:

1. Customize the search process to meet the needs and expectations of the Oakland Unified School District.
2. Work with the Board to establish a timeline that lists each step in the search process.
3. Discuss with the Board the requirements and salary range for the Superintendent position.
4. Work with the Oakland Unified School District staff and those selected by the Board in the development of an accurate informational flyer and application form. The printing of such documents will be the responsibility of the District.
5. Provide sample letters to be used by the Oakland Unified School District in its correspondence regarding the vacancy.
6. Provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the Board. The consultant(s) will meet and interview each individual Board member to help develop a profile for the new Superintendent position. The consultants will receive and organize all input data and then report the results to the board.
Please see page 4 for more information.
7. Develop all required forms for the application and screening process.
8. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows: **(Please see pages 4-6 for more information)**
 - Notify all associates to actively recruit potential candidates.
 - Contact individuals in our firm's database whose interests match district criteria.
 - Actively recruit applications from qualified individuals.
 - Solicit nominations from knowledgeable people in the profession.
 - Contact other professional consultants in private and public sectors.
 - Discuss with all candidates the District's characteristics and the Governing Board's profile and criteria for the new Superintendent position.
 - Advertise nationally in the following as selected by the Board: AASA Website, Education Week Newspaper and Website, Ray and Associates Website, the California School Administrators and California School Boards Publications, Women in Education, Hispanic Magazine, The Black Collegian, The School Administrator Publication, Executives Only Website, K-12 Jobs Website and other publications selected by the Board.
9. Develop and manage the process for the preliminary interviews with the Board.

1. Scope of Work – cont

10. Conduct preliminary interviews of qualified candidates that meet the qualifications selected by the Board.
11. Verify the qualifications, experience, and eligibility of certification of candidates.
12. Check references provided and conduct additional professional and personal background investigation of leading candidates.
13. Provide the Board with a detailed written Confidential Report of each of the leading semi-finalist candidates who meet the qualifications selected by the Board and advise the board of their strengths and weaknesses.
14. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the Board in determining the finalists for an interview. *We have been extremely effective working with Boards who are divided on issues and candidates.*
15. Assist the Board in establishing the interview format and in developing interview questions.
16. Determine and coordinate constituent and staff involvement in the interview process, if desired by the Board.
17. Help arrange the details of interviews for leading candidates.
18. Coordinate with the Oakland Unified School District Business Office the procedure for reimbursement of candidates' expenses.
19. Assist district legal staff in negotiating the contract with the successful candidate at no additional cost to the District.
20. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the Board.
21. Assist the District in preparing a press release, upon request, announcing the appointment of the new Superintendent.
22. Provide the Board with a report of the Board Assessment Survey Results at no additional cost.

The Superintendent search services and process provided above can be adjusted to meet the specific needs of the Oakland Unified School District.

1. Scope of Work – cont

BUILDING THE PROFILE

Ray and Associates, Inc. firmly believes in parent, staff and community participation, especially in the development of an accurate profile for the position. Our firm takes developing the profile very seriously as the profile is the focal point of our recruitment efforts. We are eager to interview each Board member individually and visit with stakeholder groups who attend scheduled meetings. We will also meet with whatever employees and other stakeholders as identified by the Board. Our firm also offers the opportunity for the community, staff and parents to participate in an evening forum that is organized to solicit input via the survey process and creating dialogue by asking a series of questions related to the desired characteristics of the new superintendent. The purpose of these meetings will be to educate them about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.

Our process consists of Q and A sessions and the administration of our own 33 Desirable Characteristics Survey. This is culminated in an open meeting report to the Board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which Board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board. At the encouragement of the consultants, many survey respondents will provide additional comments to the Board which are presented as a part of this report. Our dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics selected most common will be used later in promotional materials.

RECRUITMENT

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university or any other organization. This allows our firm to be extremely objective in the search process. We stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large database of top candidates who are interested in new and challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. It is important, however, for our clients to know that we are not a placement service that owes any favors to potential candidates. Our professional objective is to recruit and advertise for the best candidate that meets the qualifications and characteristics of a Superintendent as set forth by the Board. Our recruitment process is very comprehensive, highlighted by the following steps:

- Inform all of the firm's associates of the position, including profile information
- Advertise in effective media known for high readership by school leaders
- Consult our extensive database for precise matches between district and candidate profiles
- Directly contact successful school leaders who are currently in good positions to invite them to consider the Oakland Unified School District position
- Contact other organizations at state, regional and national levels regarding the position
- Actively seek out potential candidates at state and national conventions

1. Scope of Work – cont

OAKLAND UNIFIED SCHOOL DISTRICT SUPERINTENDENT SEARCH ADVERTISING

RECOMMENDED BY RAY & ASSOCIATES -

AASA Job Bulletin & Website

\$395 – Job listing would run for 4 consecutive weeks.

\$595 – Job listing would run for 8 consecutive weeks.

\$849 – Job listing would run for 12 consecutive weeks.

Advertising with AASA Job Bulletin also includes a listing on their website.

Education Week Newspaper and Website

\$5,090 estimated total cost for job listing to run four times, print only, and twice on the website. (approx. \$1050 per job listing print only, and \$445 website posting for each 30 day run)

Executives Only Website (A salary amount is required in order to place ad)

Free job listing. Runs continuous throughout the search.

Executives Registry Website

Free job listing. Runs continuous throughout the search.

K-12 Jobs Website

\$40.00 one time fee. Runs continuous throughout the search.

Ray and Associates, Inc.

Free job listing. Runs continuous throughout the search.

Scholastic Publishing's School Jobs Now Website

\$195.00 to post job listing for 30 days.

Career Builder Website (USA Today)

\$419.00 to post the job listing for 30 days.

National School Board Association

\$100.00 to post one job listing in their monthly School Board News publication.

Available Issues begin January 2008

State School Board Association

Free job listing for districts that are a part of the state school board associations.

Local Newspapers (as instructed by the District)

OTHER OPTIONAL ADVERTISING -

Black Collegian Online/Minorities Website (ImDiversity.com)

\$250 – Job listing would run for 90 days.

Black Enterprise.com

\$200 – Job listing would run for 30 days or \$300 – Job listing would run for 60 days

Hispanic Outlook in Higher Education

\$405 for a 2.375"x2.375" ad ran in one issue. Issues are bi-monthly.

Women in Higher Education

\$575 per issue for 1/4th page or

\$675 per issue for 1/3rd page or

\$825 per issue for 1/2 page

These prices include posting on the website.

The Chronicle of Higher Education

\$195 plus \$1.25 per word/per week (up to

3 weeks). This includes 30 days on the website.

1. Scope of Work – cont

SAMPLE ADVERTISEMENT ON THE AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATOR'S (AASA) WEBSITE

Superintendent

Job ID:	2447642	Posted:	August 22, 2007
Position Title:	Superintendent	Job Function:	Superintendent
Company Name:	Public Schools	Entry Level:	No
Location(s):	and, United States	Job Type:	Full-Time

APPLY FOR THIS JOB

Contact Person: Ray and Associates, Inc. Phone: 319-393-3115
Email Address: rayassoc@netins.net Fax: 319-393-4931

Job Description

seeks an individual with visionary leadership and strong administrative skills to lead a district of 14,547 students. Please refer to the Ray and Associates website for salary information, <http://www.rayandassociatesonline.com/>.

Interested candidates may request an application form by contacting:

Ray and Associates, Inc. 4403 1st Avenue S.E., Suite 407 Cedar Rapids, IA 52402-3221
Telephone: 319/393-3115 Fax: 319/393-4931 E-mail: rayassoc@netins.net

or Apply online at <http://www.rayandassociatesonline.com/>

Application Deadline: November 21, 2007 Do not contact the Board or District directly.

APPLY FOR THIS JOB

SAMPLE ADVERTISEMENT IN EDUCATION WEEK

SUPERINTENDENT

School District, located in , seeks an individual with visionary leadership and strong administrative skills to lead a district of students. Salary for the successful candidate will be in the range of \$, plus an excellent comprehensive benefits package.

Interested candidates may request an application form by contacting:

Ray and Associates, Inc.
4403 1st Avenue S.E., Suite 407
Cedar Rapids, IA 52402-3221
Telephone: 319/393-3115
Fax: 319/393-4931
E-mail: glr@rayassoc.com

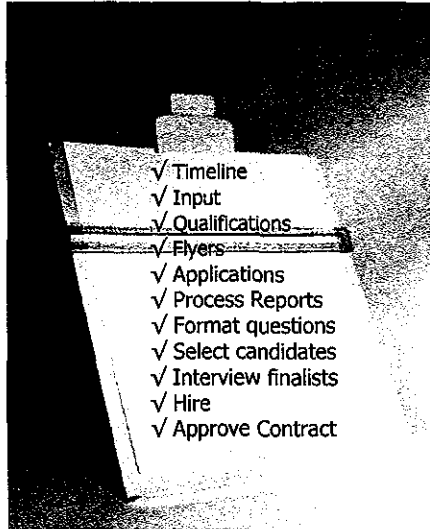
or
Apply online at www.rayassoc.com
Application Deadline:

Do not contact the Board or District directly.

1. Scope of Work – cont

MONITORING THE SEARCH PROCESS

The Board's role is the most important one in the search process. Although we assist you in the process by searching, identifying, and recommending qualified candidates, you alone will determine which candidate you will hire.



CLIENT CHECKPOINTS

Our search process is set up in a manner that provides the Board with a continuous monitoring capability which features clearly defined checkpoints:

- ✓ Establish a timeline for the process
- ✓ Determine the input process
- ✓ Set the Superintendent qualifications
- ✓ Review/approve informational flyers
- ✓ Approve application forms
- ✓ Receive regular progress reports from the consultant
- ✓ Approve format and questions for the interview process
- ✓ Select candidates for final interview
- ✓ Interview your selected finalists
- ✓ Determine optional on-site visits of leading candidates
- ✓ Hire the candidate
- ✓ Determine and approve the contract
- ✓ Approve the press release

These check points assure that you know the progress of the search and have the information to be fully informed and in control of the search.

2. Qualifications of Consultant

HISTORY AND OVERVIEW OF THE ORGANIZATION

Profile of the Firm

Ray and Associates, Inc. is a professional organization that specializes in school executive leadership searches. The firm has been in the school executive search business since 1975 and has established an outstanding reputation. The firm has been recognized by *The School Administrator* journal as one of the top search firms in the country. Our professional consultants, including women and minorities, are persons with long-term experience in the school executive search field with extensive backgrounds as school administrators, business executives, school board members, university professors, and attorneys. All of the consultants within the firm have a minimum of fifteen (15) years experience in the school executive search field.

Ray and Associates, Inc. is an independent and objective firm that does not accept placement fees from any candidate. We have designed a highly effective procedure that allows us to impartially assist schools in selecting the best individual for their particular needs.

In addition to our corporate office located in Cedar Rapids, Iowa, we have a corporate executive director, a national executive director, six regional directors, and over one hundred (100) associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

The corporate office also maintains a full-time administrative staff to assist in the executive search business.



Our firm has exhibited and presented at the National School Boards Association (NSBA) and the American Association of School Administrators (AASA) for the past thirty (30) years. In fact, the 2005 president of American Association of School Administrators (AASA), Don Kussmaul, as well as the 2006 president of AASA, David Gee are active associates with our firm. In addition, we have exhibited at various state school board conventions, including such states as California, Washington, Oregon, Arizona, Illinois, Iowa, Texas and Virginia. We are the only search firm that invests the time and money to exhibit at national conventions which ultimately benefits our clients. We have an active working relationship with the Urban Superintendents Association of America whose former Executive Director, Don Bruno, serves as one of our associates. Our firm has been selected by the Broad Urban Superintendents Academy to mentor prospective urban Superintendents. We also have associates who are affiliated with the Council of Great City Schools, as well as with other professional organizations.

Exhibiting at state and national conventions allows the firm to meet and recruit outstanding administrators for our client districts. As a result, Ray and Associates has access to the most comprehensive pool of candidates of any executive search firm in the country.

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your district focused upon our goal to make the selection process professional, efficient, and successful so we can state, without reservation, that you will be quite pleased with our services.


Ray and Associates, Inc.
Leaders in Executive Searches

Mission Statement

We will provide our clients with the highest quality services to assist them in hiring leaders who will meet district specific needs and positively impact the education of all students.

2. Qualifications of Consultant – cont

EXECUTIVE SUMMARY

Ray and Associates, Inc. is fully capable of meeting all the requirements of the Scope of Work. We clearly understand the search process that is necessary for a large, urban school district to follow to be successful. In fact, we very typically receive more fully completed applications for the districts we represent than any other search firm in the country.

We strongly believe in building an accurate profile for the position and then recruiting specifically to the criteria of that profile. This involves interviewing and surveying board members as well as any constituencies as identified by the board. Our search involves looking for candidates with the appropriate skill sets and personality traits that will be a close fit for our client districts.

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university, or any other organization. This allows our firm to be objective in the search process. As a national firm, we stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large database of top candidates who are interested in new, challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. It is important however, for our clients to know that we are not a placement service that owes any favors to potential candidates, and that we actively recruit women and minority candidates. Our professional objective is to recruit and advertise for the best candidate that meets the qualifications and characteristics of a superintendent as set forth by the Board. Our recruitment process is very comprehensive, here highlighted by the following steps:

- Inform all of the firm's associates of the position including profile information
- Advertise in effective media known for high readership by school leaders
- Consult our extensive database for precise matches between district and candidate profiles
- Contact directly successful school leaders who are in good positions currently for them to consider the Oakland Unified School District.
- Contact other organizations at state, regional and national levels regarding the position
- Actively seek out potential candidates at state and national conventions.

Once recruited, all applicants are screened from the perspective of viable match with district criteria. Those who emerge successfully from this screening are termed true candidates and our background research team then conducts extensive investigations on those individuals. The best of those candidates become semi-finalists and for each of them a written Confidential Report is produced for the Board's review.

We have been highly successful in placing outstanding candidates in all of our searches for over thirty years. We organize the interview process and offer an objective method for determining the Board's top candidate by consensus. Very rapidly at this point we gain assent to the position from the lead candidate which is followed by the negotiations to finalize a mutually agreeable contract.

We have been very successful in providing superintendent search services for districts that are similar in terms of size and cultural diversity. We are familiar with the Western region as we are currently conducting the superintendent searches for Kent School District, Washington; North Clackamas School District, Oregon; Colorado Springs School District #11, Colorado; Paradise Valley Unified School District No. 69, Arizona and have previously completed successful searches for Albuquerque, New Mexico; Seattle Public Schools, Washington; Guilford County Schools, North Carolina; Memphis City and Knox County Schools, Tennessee; Fort Worth ISD, Texas; Newport News, Virginia; Wicomico County and Prince George's County, Maryland, to name a few! **Please see Appendix A for flyers that were created for the position that lists the desired qualities taken from board and community input.**

2. Qualifications of Consultant – cont

Please see below for searches conducted over the last 3 years and the tenure of candidates placed.
This is not a complete list and more can be provided upon request.

School District	Name of Candidate	Tenure	District Enrollment	Year of Search
Albuquerque Public Schools Albuquerque, New Mexico	Mr. Winston Brooks	current	90,000	2008
Carver-Scott Educational Cooperative Chaska, Minnesota	Dr. Randall Zitterkopf	current	10,000	2008
Central Community Schools of Clinton County Clinton, Iowa	Mr. Daniel Peterson	current	1,540	2008
Elementary School District 159 Matteson, Illinois	Dr. Ron Wynn	current	2,300	2008
Grand Forks Public Schools Grand Forks, North Dakota	Dr. Larry Nybladh	current	7,700	2008
Guilford County Schools Greensboro, North Carolina	Mr. Maurice Green	current	70,000	2008
Harmony Community School District Bonaparte, IA	Mr. Joe Hundebly	current	420	2008
Knox County Schools Knoxville, Tennessee	Dr. James McIntyre	current	55,000	2008
Lindbergh School District Lindbergh, Missouri	Dr. Jim Simpson	current	5,000	2008
Manheim Township School District Lancaster, Pennsylvania	Dr. Gene Freeman	current	5,600	2008/2004
Mecklenburg County Public Schools Boydton, Virginia	Ms. Helen Hill	current	4,910	2008
Memphis City Schools Memphis, Tennessee	Dr. Kriner Cash	current	116,000	2008
Natrona County School District Casper, Wyoming	Dr. Joel Dvorak	current	11,800	2008
Saint Albert Catholic Schools Council Bluffs, Iowa	Mr. James Rouse President	current	775	2008
Starmont Community Schools Arlington, Iowa	Mr. Matthew O'Loughlin	current	750	2008
Tacoma Public Schools Tacoma, Washington	Mr. Art Jarvis	current	31,700	2008
Thompson School District R2-J Loveland, Colorado	Dr. Ron Cabrera	current	14,300	2008
Topeka Public Schools Topeka, Kansas	Dr. Kevin Singer	current	13,700	2008/2003
Waterloo Community Schools Waterloo, Iowa	Dr. Gary Norris	current	10,500	2008
Wicomico County Public Schools Salisbury, Maryland	Dr. John Fredericksen	current	14,550	2008
Beaufort County School District Beaufort, South Carolina	Dr. Valerie Truesdale	current	18,320	2007
Council Bluff Community School Dist. Council Bluffs, Iowa	Dr. Martha Bruckner	current	9,600	2007
Crete-Monee School District 201-U Crete, Illinois	Mr. John Rodgers	current	4,800	2007

2. Qualifications of Consultant – cont

The School District of Fairfield County Winnsboro, South Carolina	Dr. Samantha Ingram	current	3,800	2007
Fargo Public Schools Fargo, North Dakota	Dr. Rick Buresh	current	11,675	2007/1999
Griswold Community School District Griswold, Iowa	Mr. Dana Kunze	current	1,000	2007
Hopkins Public Schools Hopkins, Minnesota	Dr. John Schultz	current	8,300	2007
School District of Indian River Co. Vero Beach, Florida	Dr. Harry LaCava	current	17,000	2007
Issaquah School District No. 411 Issaquah, Washington	Dr. Steve Rasmussen	current	15,000	2007
Lena-Winslow School District 202 Lena, Illinois	Ms. Jane Michael	current	1,200	2007
Lorain City Schools Lorain, Ohio	Dr. Cheryl Atkinson	current	10,000	2007/2001
Macomb CUSD No. 185 Macomb, Illinois	Dr. Alene Reuschel	current	1,900	2007
Newport News Public Schools Newport News, Virginia	Dr. Ashby Kilgore	current	32,000	2007/2003
Papillion-La Vista Public Schools Papillion, Nebraska	Dr. Rick Black	current	8,500	2007
Pemberton Township School District Pemberton, New Jersey	Dr. Michael Gorman	current	5,800	2007
Pierre School District #32-2 Pierre, South Dakota	Dr. Kelly Glodt	current	2,700	2007/2001
Red Oak Community School District Red Oak, Iowa	Mr. Terry Schmidt	current	1,300	2007
Seattle Public Schools Seattle, Washington	Dr. Maria Goodloe- Johnson	current	46,000	2007
Springfield Public School District 186 Springfield, Illinois	Dr. Walter Milton, Jr.	current	16,000	2007
St. Charles CUSD 303 St. Charles, Illinois	Dr. Donald Schlomann	current	13,800	2007
Waterloo Comm. School District Waterloo, Iowa	Mr. Michael Coughlin Business Manager	current	10,500	2007
Adams County School District 50 Westminster, Colorado	Dr. Roberta Selleck	current	10,800	2006
Ames Community School District Ames, Iowa	Dr. Linda Beyea	current	4,400	2006
BGM Community Schools Brooklyn, Iowa	Mr. Brad Hohensee	current	700	2006
Charles City Comm. School Dist. Charles City, Iowa	Mr. David Bradley	2	1,725	2006
Charlotte-Mecklenburg Schools Charlotte, North Carolina	Dr. Peter Gorman	current	121,000	2006
Decatur Public Schools Decatur, Illinois	Ms. Gloria Davis	current	10,150	2006
Education Service Unit #6 Milford, Nebraska	Dr. Daniel Shoemake Administrator	current	12,000	2006

2. Qualifications of Consultant – cont

Evanston Township HS District 202 Evanston, Illinois	Dr. Eric Witherspoon	current	3,100	2006
Frederick County Public Schools Winchester, Virginia	Mrs. Patricia Taylor	current	12,300	2006
Galveston Independent School Dist. Galveston, Texas	Ms. Lynne Cleveland	current	9,045	2006/2003
Lee's Summit R-7 School District Lee's Summit, Missouri	Dr. David McGehee	current	16,500	2006
North Cedar Comm. School Dist. Stanwood, Iowa	Ms. Mary Hainstock	current	1,000	2006
Prince George's County Public Schools Upper Marlboro, Maryland	Dr. John Deasy	current	136,000	2006
Pueblo School District No. 60 Pueblo, Colorado	Dr. John Covington	current	17,600	2006
Salem-Keizer Public Schools Salem, Oregon	Dr. Sandra Husk	current	38,300	2006
Tipton Community School District Tipton, IA	Mr. Richard Grimoskas	current	1,000	2006
West Fargo Public Schools West Fargo, North Dakota	Dr. Dana Diesel- Wallace	current	5,800	2006
Western Dubuque CSD Farley, Iowa	Mr. Jeff Corkery	current	2,650	2006
Byron CUSD 226 Byron, Illinois	Dr. Margaret Fostiak	current	1,800	2005
Central Decatur Comm. School Dist. Leon, Iowa	Mr. Tom Dannen	3	700	2005
Fort Worth ISD Fort Worth, Texas	Dr. Melody Johnson	current	80,000	2005
Hattiesburg Public School District Hattiesburg, Mississippi	Dr. Annie Wimbish	current	4,800	2005
Iowa Valley Comm. School Dist. Marengo, Iowa	Ms. Laurene Lanich	3	650	2005
Montgomery County Public Schools Christiansburg, Virginia	Dr. Tiffany Anderson	current	9,300	2005
Prince William County Public Schools Manassas, Virginia	Dr. Steve Walts	current	63,000	2005
Richland County School District One Columbia, South Carolina	Dr. Allen Coles	2	25,000	2005
Springfield Public Schools Springfield, Missouri	Dr. Norm Ridder	current	24,300	2005
School District of University City University City, Missouri	Dr. James Victory	2	3,300	2005
Williamsburg-James City Schools Williamsburg, Virginia	Dr. Gary Matthews	current	9,405	2005

2. Qualifications of Consultant – cont

Our associate in Laguna Niguel, California, Anita Johnson, has been the Executive Director for NCERT (National Center for Education & Research Technology, Inc.) for 11 years. She has worked on numerous searches in California. The following is a partial list of those searches.

California Searches: (Education)

Montebello Unified School District
Redlands Unified School District
Sunnyvale School District
Benicia Unified School District
Perris Union High School District
Lake Elsinore Unified School District
Hemet Unified School District
Whittier Union High School District
Rowland Unified School District
Victor School District
Redding School District
Shasta Union High School District
Bonita Unified School District
Moreno Valley Unified School District

California Management Consulting: (Education)

Los Angeles County Office of Education
San Diego Unified School District
Ventura Unified School District
San Bernardino Unified School District
San Bernardino County Office of Education
Sacramento County Office of Education
Santa Barbara Elementary and High School District
Antioch Unified School District
San Mateo Unified School District
South San Francisco Unified School District
Palos Verdes Peninsula Unified School District
Manhattan Beach Unified School District
Orange Unified School District
Palm Springs Unified School District
Coast Community College District
Conejo Unified School District
Bassett Unified School District
Fontana Unified School District
Escondido Union High School District
Downey Unified School District

Hacienda-LaPuente Unified School District
Apple Valley Unified School District
Palomar Community College District
Salinas Union High School District
Hartnell Community College
Mt. San Jacinto Community College
Mt. San Jacinto Community College
San Jacinto Unified School District
Rialto Unified School District
Compton Unified School District
Rowland Unified School District
Hayward Unified School District
ABC Unified School District
Huntington Beach Unified School District
Magnolia School District
Lawndale School District
Sacramento Unified School District
Alhambra City Elementary and High School Districts
Allan Hancock Community College District
Lompoc Unified School District
Anaheim Union High School District
Barstow Community College
Glendora Unified School District

California Public Sector Consulting and Executive Search Clients: (City, County & Special Districts)

City of Anaheim
City of San Bernardino
County of Orange
County of Santa Barbara
City of Newport Beach
City of Costa Mesa
City of Poway
City of Lompoc
City of Encinitas
San Diego County Water Authority
Metropolitan Transit Authority
Otai Mesa Water District
San Bernardino Water Dept.

Ray & Associates has worked on numerous searches in urban school districts similar to those in California.

2. Qualifications of Consultant – cont



THE TEAM

Ray and Associates, Inc. is a professional organization which specializes in the field of Educational Leadership Searches. We are uniquely equipped to assist you in the selection of a Superintendent who meets the particular needs and qualifications of the Oakland Unified School District. We have:

1. Highly trained and experienced staff that includes:
 - *Active school administrative leaders*
 - *A balance of gender and minority representatives*
2. Expertise and extensive background in:
 - *The school superintendency*
 - *School administration at all levels*
 - *Private business, higher education and law*
3. Experienced speakers at state, regional, and national conferences.
4. Conducted workshops and seminars in school related matters such as:
 - *Building the successful board/administrator relationship*
 - *Establishing an evaluation process that yields results*
 - *Interviewing for a Superintendent position*
 - *What Boards should consider when selecting a Superintendent*
 - *School district assessment*
 - *Effective hiring practices*
 - *Staff and organizational development*
 - *Recruiting, selecting, and retaining excellent teachers*
 - *Enhancing school climate by shared decision making/dealing with special interest groups*
 - *Developing the administrator compensation package or contract*

2. Qualifications of Consultant – cont

KEY ASSOCIATES FOR THE PROJECT

The following principal/project coordinators will be actively involved in working with the school district. The associates listed will be assisting in recruitment, screening, and background checks. The firm chooses various associates across the country to be sure that every region will be covered to recruit the best candidates for the Oakland Unified School District. In addition, we have professional contacts throughout California, the Western region and nationally. The following is only a partial list of associates who will be involved in the recruitment and screening of candidates. The firm will actually involve many more associates for the project.

Mr. Gary L. Ray, President

Principal/Project Coordinator
Cedar Rapids, IA

Ms. Anita Johnson

Regional Search Associate
Laguna Niguel, CA

Dr. Jesse Gonzales

Regional Search Associate
Long Beach, CA

Dr. Stu Gothold

Regional Search Associate
Whittier, CA

Dr. Stan Paz

Regional Search Associate
Phoenix, AZ

SUMMARY OF PROJECT ASSOCIATES

Mr. Mike McLaughlin

Penn Valley, CA

Dr. Gary Emanuel

Flagstaff, AZ

Dr. Willie Stewart

Fircrest, WA

Dr. Roberta Selleck

Westminster, CO

Ms. Kathleen Kennedy

Pueblo, CO

Dr. Jack Keegan

Deer Mountain, UT

Dr. Lori Belha

Wheaton, IL

Dr. Tom Morgan

Bridgeton, MO

Ms. Gloria Davis

Decatur, IL

Dr. George Goldstein

Massapequa, NY

Dr. Robert Schumacher

Spring, TX

Dr. Walt Warfield

Springfield, IL

Dr. Tom Cummings

Kansas City, MO

Dr. Jim Surratt

Coral Gables, FL

Mr. Ricardo Medina

San Jose, CA

Dr. Walter Amprey

Baltimore, MD

Dr. Tom Heck

Glendale, AZ

Ms. Toni Cordova

Phoenix, AZ

Dr. Jim Shoemake

Tacoma, WA

Mr. Jim Mabbott

Beaverton, OR

Dr. David Gee

Queensbury, NY

Dr. Roy Brooks

Little Rock, AR

Dr. William Newman

Mountain Home, AR

Dr. Bev Smith

Waterloo, IA

Dr. Joe Joyner

St. Augustine, FL

Mr. Alvin Johnson

Atlanta, GA

Dr. Richard Christie

Council Bluffs, IA

Dr. Annette Griffin

Carrollton, TX

Other associates throughout the country will be actively recruiting, screening, and investigating finalist candidates.

2. Qualifications of Consultant – cont

VITA FOR

GARY L. RAY

President, Ray and Associates, Inc.

Executive Plaza Building
4403 1st Avenue S.E., Suite 407
Cedar Rapids, Iowa 52402-3221
319/393-3115 (Work)
319/396-6165 (Home)

EDUCATIONAL BACKGROUND

<u>Degree</u>	<u>University</u>	<u>Date</u>	<u>Field of Study</u>
Ed.S.	Iowa State University Ames, Iowa	1972	School Administration
M.A.E.d.	Northeast Missouri State University Kirksville, Missouri	1970	School Administration
B.S.E.	Northeast Missouri State University Kirksville, Missouri	1969	Health and Physical Education/English

PROFESSIONAL TRAINING

A frequent presenter at various national and state conventions. Some of the topics presented have been as follows:

- ◆ Shortage of School Administrators
- ◆ Confronting School Crime and Violence
- ◆ School District Assessment
- ◆ Effective Hiring Practices
- ◆ Strategic Planning
- ◆ Recruiting, Selecting and Retaining Excellent Teachers
- ◆ Infusing Technology in Schools
- ◆ Board and Administrative Roles and Responsibilities
- ◆ A Simplified Approach to ADA Compliance
- ◆ Professional Advancement
- ◆ Enhancing School Climate by Shared Decision Making

2. Qualifications of Consultant – cont

Vita
Gary L. Ray
President Ray and Associates, Inc.

- ◆ Dealing with Special Interest Groups
- ◆ Staff Motivation
- ◆ Improving Staff Morale
- ◆ Evaluating and Improving Administrative Performance
- ◆ Developing the Administrator Compensation Package
- ◆ The New Administrator's Workshop
- ◆ Building Public Support for Your Schools
- ◆ Professional Growth and Advancement

Distinguished Faculty Member, Broad Urban Superintendents Academy; to participate in the mentoring program for Urban Superintendents.

Has exhibited at the National School Boards Association and American Association of School Administrators for over twenty-seven years.

Has exhibited in the following states: Arizona, Florida, Illinois, Iowa, Missouri, Texas and Washington.

Published in American Association of School Administrators — Critical Issues Report, "Collective Bargaining Problems and Solutions."

PROFESSIONAL EXPERIENCE

- | | |
|----------------|--|
| 1976 - Present | President of Ray and Associates, Inc., a national firm that specializes in human resource services, labor relations, and executive searches for school districts, cities, counties and private sector. |
| 1973 - 1976 | High School principal — Linn Mar Community School District, Marion, Iowa. |
| 1972 - 1973 | High School and Middle School principal — Colo Community School District, Colo, Iowa. |
| 1972 - 1973 | English Teacher — Lenox Community School District, Lenox, Iowa. |

Dr. Anita Johnson

Executive Director, National Center for Education Research & Technology

BIO

Dr. Anita Johnson has served as the Executive Director of the National Center for Education Research & Technology, a national superintendents group, for the over ten years.

Prior to that, Anita Johnson served as Executive Director of the Applied Technology Center for Education, a California superintendents group, for six years. Anita Johnson has over twenty-five years of public personnel experience with emphasis on executive search, recruitment and selection, organizational development, and classification and compensation analysis.

Anita served as a California school district personnel director, participated as a member of the founding committee of the California School Personnel Commissioners Association, and served as a member of the committee that founded CODESP.

Anita began her human resources technical career as a personnel analyst for Cooperative Personnel Services (CPS), California State Personnel Board, and advanced at CPS to become the selection services supervisor for the southern California office and later served as the classification and compensation supervisor for southern California.

Anita has extensive management consulting experience for school districts, cities, community colleges, school districts, utility, special districts, and counties. Anita has extensive training in project team building and meeting facilitation and provides services as a trainer and meeting facilitator on collaborative projects involving management and employee groups.

2. Qualifications of Consultant – cont

RESUME

JESSE L. GONZALES
471 Kakkis Drive #102
Long Beach, CA 90803
(562) 494-8706

EDUCATION

New Mexico State University, Ph.D., Education Management and Development, December 2000.
Dissertation topic: "The Effect School Uniforms Have on Academic Achievement at Elementary Schools."

California State University, Fullerton, California, 1976, Masters Degree, School Administration
Pepperdine University, Los Angeles, California, 1971, 20 hours in Guidance & Counseling toward P.P.S. Credential

Sacramento State University, Sacramento, California, 1969, 8 hours graduate work in advanced Spanish-Study in Burgos, Spain

Eastern New Mexico University, Portales, New Mexico, 1966, 27 hours graduate work in education and history; Teaching Credentials

New Mexico State University, Las Cruces, New Mexico, 1964, B.S. Pre-Law (History, Social Sciences)

PROFESSIONAL CREDENTIALS

Standard Secondary - Life - California
School Administration - Life - California
School Administration - 1995 - New Mexico

PROFESSIONAL EXPERIENCES

Compton Unified School District, Superintendent, August 2001 to 2007 (Retired): Chief Executive Officer and Secretary to the Board of Trustees of a District emerging incrementally from a period (July 1993 – December 2001) of state administration – responsible for providing overall leadership for the educational programs and District operations, including the areas of curriculum, finance/budgeting, facilities, personnel, and coordination with public agencies, civic organizations and the business community. Compton Unified School District is the third largest school district in Los Angeles County with 32,486 students attending the District's 23 elementary schools, 8 middle schools, 3 high schools, 5 alternative/continuation schools, and 1 school for adults. Ethnically diverse, the District's student population is 65.7% Latino; 32.5% African American; 0.2% Caucasian; and 1/1% other (including Samoan, Asian, Native American, Alaskan Native and Filipino).

Las Cruces Public Schools, Superintendent, December 1, 1989 to July 2001: Chief Executive Officer responsible for administering and supervising all phases of the district's educational programs. The district has four 9-12 high schools, seven middle school 6-8, twenty-one elementary schools, and one special education training school, with a total student population of over 22,300 students.

Bernalillo Public Schools, Superintendent, July 15, 1987 to December 1989: Chief Executive Officer responsible for administering and supervising all phases of the district's educational programs. The district has one comprehensive 9-12 high school, two middle schools 608, one K-5 elementary school, two K-6 elementary schools, one K-8 elementary school, one kindergarten and Headstart school, one special education complex, with a total student population of approximately 3100 Anglo, Hispanic and Native American students.

Hobbs Municipal Schools, Personnel Administrator, July 1981 to June 1987: All phases of personnel services: hiring; employee dismissal; contract administration, both certified and classified; personnel budget development, inservice and evaluation.

2. Qualifications of Consultant – cont

Whittier High School, Whittier, California: Principal, June 1980 to June 1981: Developed holistic writing and reading program; developed Assertive Discipline Plan for all staff members; implemented a Staff Development Program that included clinical supervision, instructional lesson planning and peer supervision for all staff members.

Bassett High School, La Puente, California, September 1970 to June 1980;

Principal, August 1975 to June 1980: reduced absenteeism from 16% to 9% in four years by utilizing parent volunteers calling after work hours; developed curriculum for a reading program which is now listed as "Noteworthy Practice" in the California State Department of Education Handbook; developed "Human Relations" classes to ease racial tension on campus.

Assistant Principal, Curriculum/Instruction, 1974 to 1975: supervised and developed curriculum, teacher observations and evaluations, evaluation of textbooks; handled all department head meetings. (Assisted in development of mini-elective classes in 11th and 12th grade English; helped develop and implement Mini-Rotating Industrial Arts classes).

Assistant Principal of Pupil Personnel Services, 1972 to 1974: supervised Career Center, Work Experience Program, R.O.P. Program, Health Services, Psychologists, Speech Therapists; organized and developed a Pupil Personnel Committee to make decisions on student behavior alternatives and attendance problems.

Adult School Counselor, 1971 to 1972: all phases of testing and counseling adults.

Dean of Students, 1971 to 1972: all phases of counseling and discipline/attendance.

Department Chairman, Foreign Language Department, 1970 to 1971.

Edgewood Jr. High School, La Puente, California, teacher and coach, September 1969 to June 1970: 9th grade world history and 9th grade basketball.

Eunice High School, Eunice, New Mexico, September 1968 to June 1969: teacher and coach; Spanish I, II and III; Foreign Language Department Chairman; and "C" football and basketball coach.

Edgewood Jr. High School, La Puente, California, September 1966 to June 1968: teacher, Spanish, U.S. History and Social Studies, 6th, 7th and 8th grades.

PROFESSIONAL RESPONSIBILITIES AND IN-SERVICES

1992 – present:

Member, City of Las Cruces Downtown Revitalization Committee
Member, Executive Committee, National Western Regional Tech Prep Committee
Member, Board of Directors, Las Cruces Television Cable Company
Member, New Mexico Funding Formula Task Force
New Mexico Superintendents' Association, Legislative Task Force
Member, Las Cruces Business Forum
President, New Mexico Southwestern Education Council
Chairman, New Mexico Youth Conservation Corps
Member, Citizens Bank Board of Councilors
Member, Board of Directors, NMAA

1991

Member, Board of Directors, New Mexico State University Foundation

1990

New Mexico Administrators Association

2. Qualifications of Consultant – cont

New Mexico Southwestern Education Council, Board of Directors
President, New Mexico Activities & Athletics Association
Member, Board of Directors, Boys and Girls Clubs of America

1985 - 1991

Member, Rotary International

1985 - 1989

Five Indian Pueblo Quality Education Circle
Member, All Indian Pueblo Task Force
Member, Professional Status Task Force, New Mexico State Board of Education, 1985-86

1983 - 1984

President, New Mexico Personnel Administrators
Asked by New Mexico Educational Legislative Council to serve on committee to advise legislators on educational reform in New Mexico

1982 - 1983

Member, New Mexico Staff Accountability Council (survey and identify teaching competencies and validate National Teacher and Administrator Exam)

1981 - 1982

Member, New Mexico Legislative Council on Teacher Competency

HONORS AND AWARDS

- Selected by U.S. Department of Education as one of nine school districts nationwide as a model for educational reform, 1998
- Awarded the 10th annual Kennedy Center Alliance for Arts Education Network (KNAAEN) and National School Boards Association (NSBA) Award for outstanding support of high-quality arts Education, 1998
- Recognition by Bill Clinton for implementation of school uniforms, 1996
- Received Congress of Exemplary Superintendents Award (Presented by the University of Texas and Arizona State University), 1992
- Executive of the Year (Boys & Girls Club), Hobbs, New Mexico, 1985
- Outstanding Educator of the Year, Southeast New Mexico, presented by the New Mexico Chamber of Commerce, 1984
- Principal of the Year, Southern section, California, CIF, 1980

ACCOMPLISHMENTS

- High school competency exam scores increased 25% (66.3% in 1989-90 to 95.4% in 2000-01)
- District student dropout rate decreased each year since 1993-94 (11.7 to 5.3)
- District test scores have continued to increase: ITBS 3rd grade scores in 91-92, 43 NCE, to 4th Grade Terra Nova, 52 NCE, an increase of 10 NCEs; Terra Nova 8th grade scores have increased from 47 NCE in 1997-98 to 57 NCE in 2000-01, an increase of 10 NCEs
- District passed every bond issue and mill-levy election (1991 - \$27.5 million; 1994 - \$20 million; 1997 - \$20 million; 2000 - \$35 million)
- First Hispanic Superintendent in Las Cruces
- First Hispanic Administrator in the Central Office in Hobbs, New Mexico
- First Hispanic Principal in Whittier Union School District
- First Hispanic to graduate from Hobbs High School

2. Qualifications of Consultant – cont

PROFESSIONAL AND PERSONAL DATA:

Stuart E. Gothold, Ed.D.

10121 Pounds Avenue
Whittier, California 90603
562/ 947-6506 (h)
213/ 740-3451(w)

PRESENT POSITION: Clinical Professor of Education Emeritus
University of Southern California
Waite Phillips Hall, Rossier School of Education, Los Angeles, California 90089
Room 902C

Coordinator, LA Urban Cohorts, 100+ EdD Candidates
Principal Investigator, Ford Foundation Project of \$360,000
To prepare Urban Leaders

RETIRED (1994): Superintendent, Los Angeles County Office of Education
9300 Imperial Highway, Downey, California 90242
Overall administrative responsibility for the office - 200 school sites,
3700 employees, 22,000 students, and an annual budget of \$395 million.

**EDUCATIONAL
BACKGROUND:** A.B. (1956), M.Ed. (1961), Whittier College,-Whittier, California
Ed.D., University of Southern California, Los Angeles (1974)
LL.D. (Honorary), Whittier College, Whittier, California (1988)

EXPERIENCE: 1956-1961 Teacher, Grades 1-8, E1 Rancho Unified School District
1961-1967 Principal, Grades 7-9, E1 Rancho Unified School District
1967-1969 Consultant-Curriculum, Office of the Los Angeles County Office of
Education
1969-1971 Assistant Superintendent-Education, South Whittier School District
1971-1977 Superintendent, South Whittier School District
1977-1978 Assistant Superintendent-Administration of School Operations, Office
of the Los Angeles County Office of Education
1978-1979 Chief Deputy Superintendent, Office of the Los Angeles
County Office-of Education
1979-1994 Superintendent, Los Angeles County Office of Education

**PROFESSIONAL
MEMBERSHIPS
AND ACTIVITIES:** Co-chair, Music Center Education Committee, Los Angeles
Member, Board of Directors, KCET Channel 28, Los Angeles
Member, Advisory Board, National Center for Foreign Language, Washington, D.C.
(1985-2002)
Chair, Board of Directors, FEDCO Educational Foundation
Founding Member, Educational Insights, Ray, Michigan
Secretary of Education Bell's appointee to the National Advisory Board
on International Education Programs, 1984
Superintendent of Public Instruction Honig's appointee to the
Governor's Commission on School Governance & Management, 1983
Member, American Association of School Administrators
Charter Member, Association of California School Administrators
President (1993-94), Southern California City Superintendents
President (1983), California Association of County Superintendents of Schools
President (1982-83), Society of Delta Epsilon, University of Southern California
Co-Founder and President-elect (1976-77), Association of Low Wealth Schools

2. Qualifications of Consultant – cont

SIGNIFICANT ACCOMPLISHMENTS: Directed the development of strategic plan to position the LA County Office of Education as a key voice in California public education. Initiated a satellite interactive TV network serving the entire state, as well as urban Centers around the United States. Initiated a telecommunications system to transmit voice, data, and image between all educational agencies for an overall cost savings. Moved the Office of Education toward an entrepreneurial approach to service, not largely dependent on state funds. Established model choice high schools (arts and international business) on California state university campuses. Established community-based schools for at-risk youth.

PUBLICATIONS:

Author "The L.A. Riots: Impact and Aftermath," Education Week, November 1992
"The Choice Approach to Education," Los Angeles Times, January 1990
"Educational Service Agencies-Dinosaur or Sleeping Giant?" School - Administrator, January 1982
"Educational Partnerships Make the American Dream Possible," Whittier College, The Rock, Winter 1981
"Health Education as an Integral Part of the Curriculum," School Health Review, The Journal of AAHPER, Sept-Oct., 1972

Co-author Inquiry, A Way of Teaching, A Way of Learning, Office of the Los Angeles County Superintendent of Schools
Decisions: A Health Curriculum, Los Angeles, Macmillan Educational Services, 1971
Syllabus on the Winton Act, Arthur C. Croft, Co., 1972
Teaching Toward Inquiry, National Education Association, 1971

Doctoral Dissertation "Elements Deterring Communication Between Boards and Certificated Employee Councils," USC, February 1974

HONORS RECEIVED:

California State University-Los Angeles Distinguished Educator Award, 1993
University of Southern California Alumni Merit Award, 1993
California School Leadership Academy Robert Alioto Achievement Award, 1992
Thirty-First Delta Epsilon Lecturer, USC School of Education, 1984
Honorary Doctorate of Laws, Whittier College, 1988
Whittier College Alumni Achievement and Alumni Service Award, 1982, 1987
PTA: Life Membership Award, 1958; Continuing Service Award, 1975, 1982; Silver Honorary Service Award, 1983; Golden Oak Award, 1994
American Association of School Administrators' Education Industries Scholarship, 1974

COMMUNITY ACTIVITIES:

Co-chair, Los Angeles County Music Center Education Council
Member, Board of Trustees, Whittier College, 1996-1998
Member, Education Exec. Committee, Los Angeles Area Chamber of Commerce
Board of Directors, Los Angeles Area Boy Scouts Council
Chairman (1980-1994), United Way Campaign, Los Angeles County Office of Education
Member, Whittier College Alumni Board (1978-81)
Member, Santa Fe Springs Rotary Club (1971-77), Los Angeles Club (honorary) (1987-1994)
Director (1970-77), Whittier Boys Club

2. Qualifications of Consultant – cont

ESTANISLADO 'STAN' PAZ
Urban Accounts Manager
McGraw-Hill/Glencoe
West Region

8987 E. Tanque Verde #309-393
Tucson, AZ 85749-9610
520-731-6435 home number
520-990-0224 business number

EDUCATION

B.A., Secondary Education, University of Arizona, Tucson, Arizona (1970)

M.Ed., Elementary Education, University of Arizona, Tucson, Arizona (1975)

Ph.D., Educational Administration, University of Arizona, Tucson, Arizona (1980)

EXPERIENCE

SUPERINTENDENT OF SCHOOLS

July 2000–June 2004

Tucson Unified School District
1010 E. 10th Street
Tucson, AZ 85719

Served as the Chief Executive Officer and provided the educational leadership for the largest school district in Southern Arizona. Responsible for developing and implementing policies and programs to educate the 62,000 students in the 120 schools and alternative programs. Accountable for the fiscal and human resources of the largest tax supported entity in Pima County. Responsible to the Board of Education for the implementation of the Goals and Priorities established annually.

REGIONAL VICE PRESIDENT

May 1999 – June 2000

Southwest Region
Sylvan Learning Systems, Inc.
1000 Lancaster Street
Baltimore, MD 21202

Responsible for forging partnerships with public school districts, focusing on southwest region of the United States. Sylvan works with public school districts to achieve significant gains in student achievement. Sylvan works under contract to school districts to provide supplemental tutoring to low-performing students, professional development services to teachers and a range of support services to administrators. Sylvan serves more than 900 schools primarily in urban areas including Dallas, Pasadena, Oklahoma City, Los Angeles, Baltimore, Compton and Washington, D.C.

DIRECTOR

July 1998 - May 1999

National Academy for School Executives
American Association of School Administrators
1801 North Moore Street
Arlington, VA 22209

Responsible for the professional development activities for the American Association of School Administrators. Served as a member of the executive team, the Strategic Vision Team, and headed up an exciting initiative to develop a national certification program for administrators.

2. Qualifications of Consultant – cont

SUPERINTENDENT

January 1991 - June 1998

El Paso Independent School District
6531 Boeing Drive
El Paso, Texas 79925

As Chief Executive Officer, provided the leadership for the fifth largest school district in Texas with a budget in excess of \$400 million, 65,000 students and 8,000 employees. EPISD is a member of The Council of the Great City Schools and ranks as 47th in size among all school districts in the United States. The EPISD, with approximately 120 years of history, is the largest school district with the highest percentage of Hispanic youth (75%) in America.

ASSOCIATE SUPERINTENDENT

August 1988 - January 1991

Dallas Independent School District
3700 Ross Avenue
Dallas, Texas 75204

Responsible for Staff Development, Management Services, Research and Evaluation and Personnel Services and directed the business operations for an inner-city urban school district with 131,582 Students, 214 school facilities and a total budget of \$636,540,126.

DEPUTY SUPERINTENDENT

February 1985-August 1988

Tucson Unified School District

Supervised Regional Assistant Superintendents who provided oversight to 103 Schools, 7,000 students in grades PK-12. Directed the Division of Curriculum and Instructional Services in the development of programs and implementation of the curriculum...

DIRECTOR OF BILINGUAL EDUCATION

July 1981 - February 1985

Division of Curriculum and Program Development
Tucson Unified School District

Directed the development, implementation and evaluation of Bilingual Education programs, English as a Second Language programs, Modern and Classical Languages, and the District's Bilingual Education Department.

DIRECTOR OF STATE AND FEDERAL PROGRAMS

July 1980 - July 1981

Division of Instruction
Tucson Unified School District

Directed the procurement, development and monitoring of all externally funded programs which totaled \$10 million, and supervised the Department for State and Federal Programs which encompassed ESAA, Lau Program, Title VII, Follow Through, Title IV and J.O.M., Title I, Part B of Education for the Handicapped, and Impact Aid.

PROJECT ADMINISTRATOR/ASSISTANT PROFESSOR

September 1979 - June 1980

Educational Foundations and Administration Department
University of Arizona

Responsible for the initial start-up of Project STEP - Skills Training for Employment Preparation. The program was funded through the Department of Labor, Research, and Development. The total three-year funding, \$900,000, was for the field testing of a curriculum geared toward high school students in the local school districts. The curriculum was patterned after Project BEST, which was field-tested in Philadelphia, Pennsylvania.

2. Qualifications of Consultant – cont

TEACHER EDUCATOR /GRADUATE ASSOCIATE

July 1977 - August 1979

College of Education
University of Arizona

Responsible for the teaching of coursework both at the graduate and undergraduate level in Bilingual Education and Foundations of Education. Responsible for advising over 130 students in their graduate coursework towards a Master's degree in Bilingual Education. Assisted in the procurement of federal funds for teacher training in Bilingual Education.

CLASSROOM TEACHER

August 1972 - June 1977

Tucson Unified School District

Taught three years at Drachman Elementary School - Grade 6, Grade 4, and a Grade 3-4 combination classroom (two of those three years were part of the initial Title VII Bilingual Education Demonstration Program). Served as a resource teacher at Spring Junior High School, Safford Junior High, and Wakefield Junior High Schools for two years.

PROBATION OFFICER

November 1970 - July 1971

Pima County Juvenile Court Center
Tucson, Arizona

Reviewed and presented cases on arrested youth to the Juvenile Court for adjudication and served as a counselor in the Voluntary Intensive Probation Program.

UNIVERSITY TEACHING - SUMMARY

Leadership Academy, Directed and Taught, TUSD 2001-2004
Urban Superintendents Program, Adjunct Faculty, Harvard University 1994 to present
Supervised Ph.D. Internships for Superintendency, NMSU, UTEP and U of A
Bilingual ESL Curriculum, fall 1989, Texas Woman's University
Leadership in Instructional Planning, fall 1987, Northern Arizona University
Bilingual Education Methods and Materials, fall 1986, Northern Arizona University
Doctoral Seminar on Bilingual Education, fall 1985, University of Arizona
Psycholinguistics, spring 1985, Northern Arizona University
University of Arizona Guadalajara Summer School, 1978 and 1980

Other courses taught include:

- Issues in Educating Mexican American Children
- Developing the Bilingual Education Curriculum
- Social Foundations in Education
- Elementary Methods - Social Studies, Science
Multicultural Education

PROFESSIONAL ORGANIZATIONS/LEADERSHIP ROLES

Association of Latino Administrators and Superintendents, Founding President (2003-2005)
American Association of School Administrators, Executive Committee (2001-2003)
Council of Great City Schools, Executive Committee (served three terms (1994-2004)
Texas Association of School Administrators, President (1997-98); President Elect (1996-97); Vice President (1995-96)
America Association of School Administrators, Delegate 1996, 1997, 1998
Texas School Alliance, President 1993-94
Texas Equity Center, Vice President, Programs

2. Qualifications of Consultant – cont

Texas Academic Decathlon, Board of Directors, Secretary
National Association for Bilingual Education, Past Board Member (President's Award 1996)
Arizona Hispanic School Administrators Association (Co-Founder and Chair – 1988)

COMMUNITY SERVICE

VIP Breakfast Tips Club, Tucson
Tucson Chamber of Commerce
Tucson Business Education Coalition
Arizona Business Education Coalition
Governors Task Force on Accountability AZ
United Way of Tucson, Education Committee
TUSD Educational Foundation – Board of Directors
El Paso Rotary Club
Greater El Paso Chamber of Commerce
Junior Achievement of El Paso Board Member
Leadership Roundtable Board Member
United Way of El Paso Board Member
EPISD Fund, Board of Directors
El Paso Ballet, Board of Directors
Danforth Youth Collaborative Executive Board
Heart Association Board Member
State-Thomas TIF Board, Dallas, Texas
Dallas Interagency Coordinating Council Member
Dallas Arts District Management Association
Old Pueblo Rotary, President, 1988, President Elect, 1987-88
APEX (Academic Preparation for Excellence) Program, University of Arizona, Board Member
WELCOT (Employee Wellness Program), Board Member, Tucson, Arizona
Pima County Ride Share Program, Board Member
Tucson Community Grants, Awards Committee
Pima County Air Quality Control Committee
Hispanic Professional Association

SPECIAL HONORS & AWARDS

Appointed to the Walden University Board of Directors 2003 to Present
Texas Association of the Gifted and Talented Regional Advocate, 1997
Amigo de Tejas Award, TAHS, 1996
Nominee for Richard Green Award, Council of the Great City Schools, 1995
Superintendent of the Year 1994 - Texas Association of School Administrators
Advisory Committee to Harvard University Urban Superintendent's Doctoral Program
Best of the Border – Educator of the Year – El Paso, TX
Life Membership, National PTA
George Lucas Foundation for Technology in Education Board Member
Selected for AASA Top 100 Executive Educator, February 1988
National Fellowship for Bilingual Education, University of Arizona, 1977-1980
General Resident Scholar, University of Arizona, 1966

PUBLICATIONS

"Competing Challenges" - *Insight*, fall 1997
"Designing a Site-Based Decision Making Plan" - *The School Administrator*, November/December 1994
"Getting Ready for Your Internship" - *AASA Professor* (co-author)
"Round Three of the Texas School Finance Battle" - *Urban Educator*
"The Vision" - *T.H.E. Journal*

2. Qualifications of Consultant – cont

Bilingual Education Models

"The Leading Edge" - *Insight*, summer 1997

Bilingual Education Teacher Competencies

"Guest Opinion" for the Tucson Citizen – August 23, 2000

RECENT KEYNOTE & MAJOR PRESENTATIONS

"The Perfect Storm" – 2004 National ALAS Conference – Chicago, Illinois

"The Perfect Storm" – 2004 National Technology Education Conference – March 2004

"Closing the Achievement Gap: A Superintendents Call to Action" – USDE, Albuquerque 2004

"Closing the Achievement Gap: TUSD BOLD! GAME" – USAA Conference –Halifax, Nova Scotia 2003

"Success for Every Student" - 1999 Opening Ceremony - Plainview ISD - Plainview, Texas

"Dealing with Change and Changing the Deal" - 1999 Detroit Public Schools Principals In-service

"Dealing with Change and Changing the Deal" - 1999 Los Angeles Unified School District Cluster Administrators Summer Retreat

"Leadership at the Helm" - 1999 Kansas City Public School's Collaborative for Hispanic Associations

"Academic Achievement in El Paso Schools" - First Annual Conference on the Education of Hispanics - April 1999, San Antonio, TX

"Synchronicity-The Inner Path of Leadership" – Book Review - 1999 AASA National Conference on Education

"Inventing Better Schools - An Action Plan for Educational Reform" – Book Review - 1999 AASA National Conference on Education - Author Dr. Phillip Schlecty

"The El Paso Success Story" - 1998 Association for California School Administrators - UCLA Summer Conference

KEY PROFESSIONAL ACCOMPLISHMENTS

Co-Founder and President of the new national organization ALAS – Association for Latino Administrators and Superintendents

Serving on the Board of Directors for Walden University and as Chair of the Technology Sub-Committee

Participated in White House Summit with Secretary Paige and 12 state and large school superintendents in advising the U. S. Department of Education on the development of NCLB

Presented on behalf of the U.S. Department of Education – Closing the Achievement Gap: A Superintendent's Call to Action

Selected by the TUSD Governing Board as Superintendent of Schools, 2000

Restructured the TUSD bond indebtedness to save the taxpayers \$13 million

Demonstrated significant improvements by all measures delineated in the TUSD BOLD GAME!

Rolled out the STAAR School Program in anticipation of the Arizona LEARNS System

Developed significant reports and programs with the Blue Ribbon Committee to address improved student achievement, improved efficiencies and comprehensive involvement of all key stakeholders

Introduced President Bill Clinton at the National Press Conference – Announcement of the National Testing Program, 1997

Served as President, Texas Association of School Administrators, 1997-98 which involved working with Governor George W. Bush on key legislative issues e.g. Reading Initiative, Alternatives to Expulsion and the DROP Program

Texas Nominee for the AASA National Superintendent of the Year, 1994

Appointed to National Education Goals Panel, Teacher Education and Professional Development Resource Group, 1994

Selected from among 44 candidates to serve as Superintendent of the El Paso Independent School District by the Board of Trustees, December 1990

Led the El Paso Independent School District in reinstating the school district's full accreditation status with the Texas Education Agency in less than one year

While serving as superintendent, 62 out of 72 EPISD schools raised test results on the Texas Assessment of Academic Skills (TAAS). EPISD schools surpassed the urban average on the NAEP at all grade levels

Received TEA Commendation for Site-Based Decision-Making in the EPISD schools

Led the successful passage of the El Paso Independent School District bond election for \$150 million in October 1991

2. Qualifications of Consultant – cont

Member of the Advisory Committee for Harvard University Doctoral Program for Urban Superintendents,
Mentoring three USP Interns over the last ten years with two having completed their Doctoral Degrees
Elected as a Board member for the National Association for Bilingual Education, 1986-87

CURRENT & PREVIOUS CONSULTING SERVICES

Q-GROUP The ELL Experts

65 Challenger Rd

Ridgefield Park, NJ 07660-2104

Represent and advise the Q Group in addressing the programmatic needs of the K-12 and
Community College arena in the area of English as a Second Language and other academic areas

SCHOLASTIC INC

557 Broadway

New York, NY

10012-3999

Research and consult on aligning the products and services of Scholastic Education to the needs of Latino
educational leaders, especially in providing reading solutions

J. P. MORGAN SECURITIES INC.

300 Crescent Court, Suite 400

Dallas, TX 75201

Represented and advised Morgan in the Service Area on matters relating to educational administration as well as
to assist Morgan in its strategic planning efforts and maintaining visibility before various entities and officials.

THE MCKENZIE GROUP

Columbia Square, Suite 1280 East

1100 17th Street, NW, Suite 1100

Washington, D.C. 20036

Conducted formative examinations of programs and educational initiatives with consideration of how
school systems can improve the quality of education in the U.S.

3. References

With over 30 years in the executive search business, Gary Ray and his associates have been directly involved in conducting successful searches for clients. The chart below portrays a *partial* list of searches our firm has completed over the last five years that are either similar in cultural diversity, size or geographic location to the Oakland Unified School District.

This is not a complete list, and more can be provided upon request.

School District	Enrollment	Year(s) of Search
Tacoma Public Schools Tacoma, Washington	31,700	2008
Seattle Public Schools Seattle, Washington	46,000	2007
Albuquerque Public Schools Albuquerque, New Mexico	90,000	2008
Guilford County Schools Greensboro, North Carolina	70,000	2008
Knox County Schools Knoxville, Tennessee	55,000	2008
Memphis City Schools Memphis, Tennessee	116,000	2008
Beaufort County School District Beaufort, South Carolina	18,320	2007
School District of Indian River Co. Vero Beach, Florida	17,000	2007
Newport News Public Schools Newport News, Virginia	32,000	2007/2003
Springfield Public School District 186 Springfield, Illinois	16,000	2007
Adams County School District 50 Westminster, Colorado	10,800	2006
Charlotte-Mecklenburg Schools Charlotte, North Carolina	121,000	2006
Prince George's County Public Schools Upper Marlboro, Maryland	136,000	2006
Pueblo School District #60 Pueblo, Colorado	17,600	2006
Salem-Keizer Public Schools Salem, Oregon	38,300	2006
Fort Worth Independent School Dist. Fort Worth, Texas	80,000	2005

3. References – cont

Prince William County Public Schools Manassas, Virginia	63,000	2005
Richland County School District One Columbia, South Carolina	25,000	2005
Springfield Public Schools Springfield, Missouri	24,300	2005
Fayette County Public Schools Lexington, Kentucky	32,800	2004
Howard County Public School System Ellicott, Maryland	48,200	2004
Little Rock School District Little Rock, Arkansas	25,700	2004
Rockford Public Schools Rockford, Illinois	28,200	2004
Oklahoma City Public Schools Oklahoma City, Oklahoma	43,100	2003
Topeka Public Schools Topeka, KS	13,700	2003/2008
Newport News Public Schools Newport News, Virginia	32,000	2003/2007

SCHOOL DISTRICT/LOCATION	ENROLLMENT	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Seattle Public Schools Seattle, WA	46,000	Cheryl Chow	Board President	Cell: 206-730-4655 Hm: 206-722-3160 Cheryl.chow@seattleschools.org
Salem-Keizer Public Schools Salem, OR	38,300	Bob Mink	Board Member	Wk: 503-363-6024
Tacoma Public Schools Tacoma, WA	31,700	Connie Rickman	Former Board President	Hm: 253-756-0108 Cell: 253-279-1509 crickma@tacoma.k12.wa.us
Albuquerque Public Schools Albuquerque, NM	90,000	Brenda Yager	Board Liaison	Wk: 505-880-3731 Cell: 505-250-1066 yager@aps.edu
Knox County Schools Knoxville, TN	55,000	Karen Carson	Board President	Cell: 865-300-6443 Hm: 865-675-0236 carsonk@tds.net

3. References – cont

Below is a sample candidate report. The reports for the Oakland Unified School District will be in greater detail.

CANDIDATE REPORT

FIRST AND LAST NAME

CURRENT POSITION:

DISTRICT ENROLLMENT: Students

BUDGET: \$

EDUCATION:

***Put answers in bullet form**

1. Have you applied for any other jobs?
 -
2. What is your status for those jobs?
 -
3. If offered this job and any other would you take this one?
 -
4. What is your current contract status? Are you under a multi-year contract at the present time? If so, what year of the multi-year contract are you in? (Must answer each question)
 -
5. Has the Board offered to renew your contract? If so, for how long?
 -
6. Have you ever been bought out of a contract and if yes when and why?

3. References – cont

7. Are there any situations involving you, that we need to know about, which may impact your application for this position? If so, would you elaborate?

•

8. Do you anticipate any problems being released from your current contract? When would be the earliest date for a release?

•

9. What experience have you had in working in a fast growing community?

•

10. Do you have any problem with our firm contacting individuals other than those references you have identified? If candidate's answer yes, ask why?

•

11. How would you involve the community in your vision for the USA School District?

•

12. Since communication with all publics is a very important responsibility of the superintendent of schools, how will you work with the media to carry out this responsibility?

•

13. What is your vision regarding construction and maintenance of facilities in a fast growing district?

•

14. What about the USA School District do you find enticing and challenging?

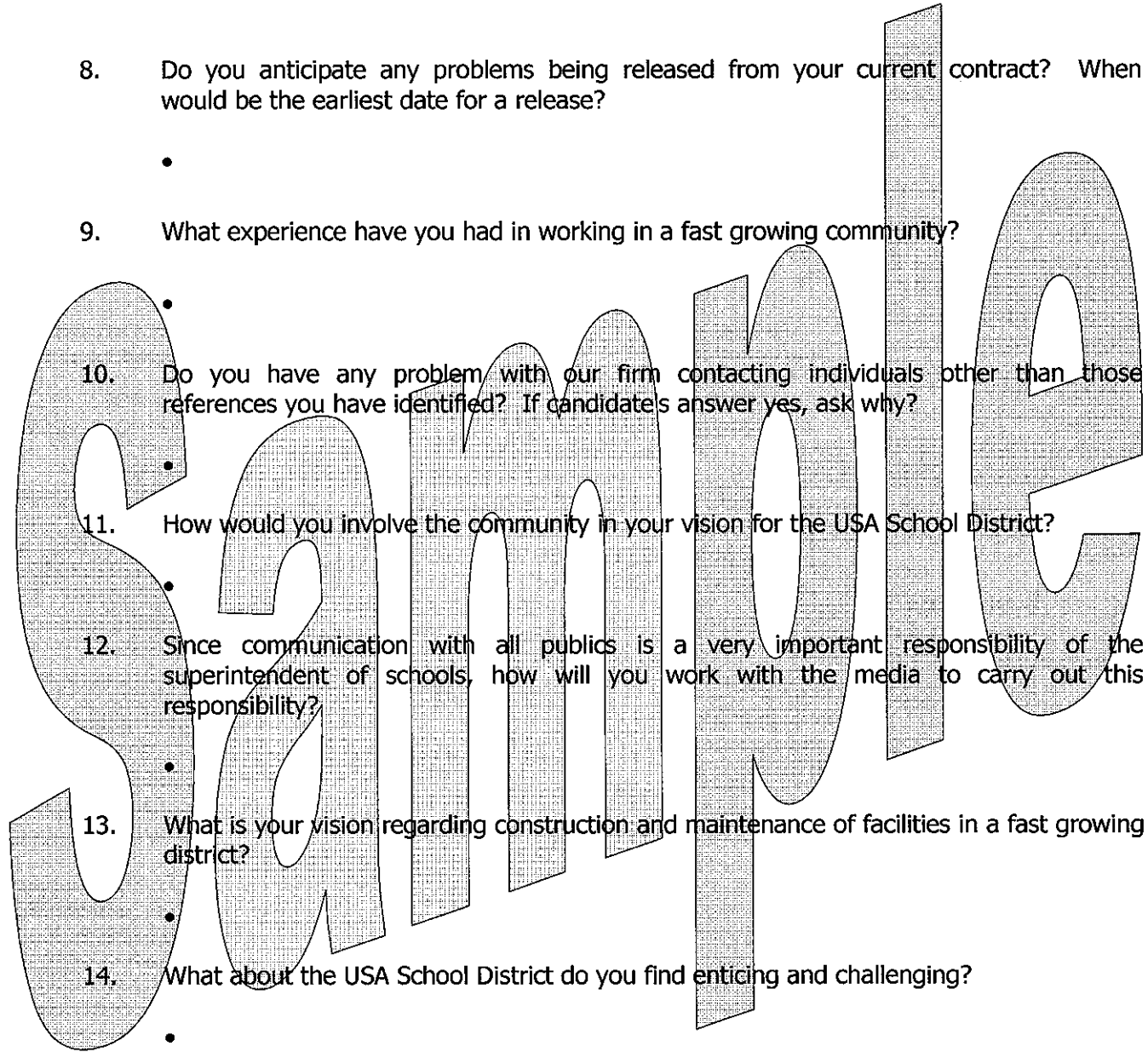
•

15. What do you consider the greatest challenges and obstacles to closing the achievement gap?

•

16. What is your understanding of the reform of public education in America?

•



3. References – cont

17. Have you had direct experience in narrowing the academic achievement gap?
 -
18. Have you had experience in working with students and parents in a challenged school environment?
 -
19. What do you see as a Principal's job in the school?
 -
20. Describe a good board-superintendent relationship.
 -
21. How do you feel about shared decision making (school-based management)?
 -
22. In your experience, what factors have been most effective in managing district resources to maintain quality learning programs for students?
 -
23. As superintendent of schools, how will you establish and maintain effective communication with the staff?
 -
24. Why are you interested in leaving your present position?
 -
25. Any other pertinent information listed by the candidate.
 -

REFERENCES:

Additional references were contacted by the consultant.

4. Time for Performance

OAKLAND UNIFIED SCHOOL DISTRICT SUPERINTENDENT SEARCH SUGGESTED PROCESS AND TIMELINE

DATE

<u>11/18/08</u>	Consultant planning meeting with the Board. (Time: <u>TBD</u>)
<u>11/18/08</u>	Input meeting with individual board members and consultant. (To be scheduled by consultant.) (Time: <u>TBD</u>)
<u>11/19/08</u>	Begin preparing information for the District promotional materials and application form with the District liaison representative(s).
<u>11/19/08</u>	Notify all associates and other professional contacts of vacancy.
<u>11/20/08</u>	Contact constituents and stakeholders for an input meeting on <u>12/02/08</u> .
<u>12/02/08</u>	Meeting with constituents and stakeholder group representatives. (Time: <u>TBD</u>)
<u>12/03/08</u>	Deadline for survey/input from constituents, stakeholders and board members.
<u>12/11/08</u>	Promotional flyer draft due.
<u>12/11/08</u>	Board to finalize superintendent profile for the promotional materials and application form. (Time: <u>TBD</u>)
<u>12/11/08</u>	Board members will receive Board Assessment Surveys to be completed and returned to Ray and Associates by <u>01/09/09</u> .
<u>12/12/08</u>	Print promotional materials and application form. Forward to consultant.
<u>12/15/08</u>	Mail promotional material and application form to interested candidates.
<u>02/11/09</u>	Deadline for all application materials. (*See note below.)
<u>02/24/09</u>	If desired, consultant will meet with constituents and staff interview group(s) to discuss their roles. (Time: <u>TBD</u>)
<u>02/24/09</u>	Consultant presents semi-finalists to the Board and assists the Board in selecting finalists for the interviews. (Time: <u>TBD</u>)
<u>02/24/09</u>	Develop and finalize interview questions and procedures with the Board.
<u>Wk of 03/02/09</u>	Interview candidates.
<u>Wk of TBD</u>	Board Assessment Survey Results Presented to the Board.
<u>Wk of TBD</u>	Optional on-site visit of leading candidate(s) current district by Board members.
<u>Wk of TBD</u>	Consultant will discuss contract terms with the finalist.
<u>Wk of TBD</u>	Offer the contract.
<u>Wk of TBD</u>	Press release of new superintendent.

****All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors.***

(Actual dates to be determined in the first meeting with the Governing Board.)

SEARCH COST – THE COMPLETE PROCESS

The cost of our proposal is for a complete search. The Board will be guided and assisted by Ray and Associates, Inc. at every step in the search process from the initial phase of determining the desired qualities for the position through the actual hiring of the new Superintendent. Our process is flexible. If the Board desires a different approach or would prefer certain options other than those provided in our proposal, we can adjust our process to meet your specific requirements.

COST BREAKDOWN

The Consultant Fee. The fee for the performance of the Superintendent search by the consultant as provided in this proposal will be thirty thousand dollars (\$30,000.00). If the Board selects only certain elements offered in this package, or requests services not included in this package, our fees and reimbursed expenses will be adjusted accordingly. The firm will discuss any modifications relating to the search fee regarding our services at the formal presentation. The Superintendent search fee shall be paid in three (3) equal installments; the first installment is due following completion of the informational flyer and application form, the second installment is due at the mid-point of the search and the final payment is due the month that the Superintendent is officially hired by the District. Printing of the informational flyer and application form, advertisements, and mailing costs will be at the expense of the Oakland Unified School District.

There is no charge by Ray and Associates for the services to assist the Board in negotiating a contract with the new Superintendent and the development of the contract terms.

Consultant Reimbursed Expense. Certain expenses, including travel, lodging, meals, postage, fax, photocopying, color printing, long distance telephone charges, and other search related expenses will be kept to a minimum and are to be reimbursed by the District. Expenses may be less if the Board utilizes our web-cam capability as an option over on-site meetings. Said expenses will be invoiced as they occur and will include a detailed account listing of such expenses.

Candidate Expenses. Expenses shall include travel, lodging, and meals for the candidate and spouse, if the District determines to pay for said expenses.



PERFORMANCE CONTRACT

Ray and Associates, Inc. will provide a written agreement between the Board and the consulting firm which will contain the provisions of this proposal and any modifications or changes mutually agreed by the parties.

Estimated Cost Sheet – Prepared for: Oakland Unified School District

Ray and Associates, Inc. will spend as much time as needed to conduct a successful search for the Oakland Unified School District. Please Note: Our flat fee is inclusive of all services. The only hourly rates that would apply would be for requests above and beyond this proposal and would be at the following rates:

**Consultant \$100.00/hr
Administrative Asst. \$25.00/hr**

Travel

* Airfares	3,000.00
Hotel	625.00
Meals	150.00
Car Rental	300.00
Travel Subtotal	4,075.00

***Expenses may be less if district utilizes local consultant(s).*

Telephone: (Candidate reminder calls, screening interviews, reference interviews, semi-finalist notification, finalist notifications, screening committee conference calls, etc.).....1,300.00

Faxing: 250.00

Postage: (Mailing applications, follow-up for materials still needed, letters after the search for all completed files, semi-finalist and finalist, and search team materials mailed for candidate pre-screening interview.)350.00

Copies: (All materials copied for the search to the district, pre-screening materials to associates, letters to candidate, etc) (\$.17 per copy)..... 1,100.00

Shipping: (Federal Express to the District, materials to search coordinator, candidate information after the candidates have been selected from the screening process)400.00

Ray and Associates, Inc. Estimated Expense Total:7,475.00

Ray and Associates, Inc. Base Fee30,000.00

***ESTIMATED SEARCH COST..... 37,475.00**

**Does not include estimated advertising or candidate expenses for interviews.*

All expenses are estimates, based on past experiences. The Oakland Unified School District will be billed for only the actual expenses incurred.

Estimated Advertising

We exhibit advertising as a separate entity because the cost is based on the Oakland Unified School District's decisions on how extensive the need. Our associates make recommendations and the Governing Board has the final authority on frequency and dollars spent.

AASA 4 Weeks \$449.00 – Education Week \$5,090 **estimated** total cost for job listing to run four times, print only, and twice on the website. (**approx.** \$1050 per job listing print only, and \$445 website posting for each 30 day run) (*Excluding consultant services*)

Advertising fees are billed directly to the district by the advertising source and are dependent on the publications selected by the Governing Board. Ray and Associates, Inc. does not collect a commission for placing the ads.

GENERAL PROVISIONS

CONFIDENTIALITY

The nature of our work and our ability to carry out our responsibility to you is directly related and dependent upon our present and past experience in providing similar services to others. *The firm will preserve the confidential nature of any information which becomes available to the firm resulting from the services rendered to the Board.*

As our client, you also need to maintain the confidentiality of information provided by Ray and Associates, Inc.

BOARD EFFECTIVENESS PROGRAM FACILITATING THE TRANSITION

Included in the basic fee, the consultants from Ray and Associates, Inc. will spend time with the Board in determining areas of interest for the development of the relationship between the Board, superintendent, and other administrators. We have found that there is really no better time than very early in the tenure of a new superintendent to address issues and expectations. Our services in this regard include interviewing and providing an assessment of board members. Assessment results are then analyzed and shared with the Board and superintendent along with recommendations to consider for a training plan which would be scheduled by mutual agreement. At this point, we would be interested in discussing workshop sessions, or whatever follow-up the Board would desire. Steps beyond the initial assessment and analysis feedback would be at an additional cost, but well worth the time and expense to get started off on the right foot with the new superintendent. It is our firm belief that these efforts would increase the effectiveness of both the Board and superintendent as well as enhance the relationship, and that these factors would contribute to greater lasting power of the newly hired superintendent. The greater the tenure of a really good school leader, the better the overall effect of his or her leadership on student learning.

SATISFACTION GUARANTEED

We provide a termination provision in our contractual agreement with the Oakland Unified School District. If the Oakland Unified School District or Ray and Associates, Inc. terminate this agreement, the Oakland Unified School District will be charged for only the work performed and expenses incurred up to the date of termination.

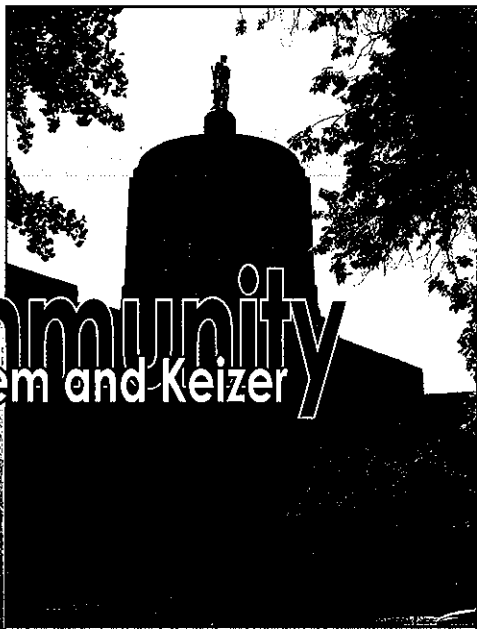
If the Board is dissatisfied with the new superintendent within two years from the date of employment of the superintendent and if either party dissolves that relationship by resignation or termination within a two year period of the initial employment, the firm of Ray and Associates, Inc. will conduct a new superintendent search at no cost to the District, except for expenses.

Appendix A



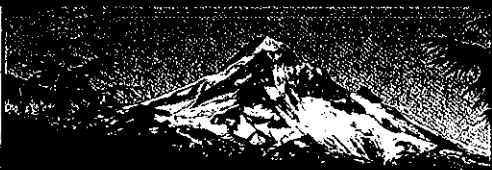
Our Community

Salem and Keizer



Salem and Keizer are cities
in the heart of the fertile
Willamette Valley - a 100-mile
stretch of the Cascade Mountains
East Range.
A population of more than
500,000 makes Oregon's capital
the third largest city in

Our state is world famous for our
majestic mountains and beautiful Pacific
Coastline. It has a rich history, a
diverse culture and a strong
sense of community.



Our Oregon

Salem-Keizer Public Schools



Announces an opening for Superintendent of Schools

Salem-Keizer Public Schools
- a premier school district -
invites applications from outstanding candidates
for Superintendent of Schools
of the second largest district in Oregon.
Dr. Kay Baker, Superintendent,
will retire in June 2006.



For inquiries about this position,
please contact:

Ray and Associates, Inc.

4403 First Ave. SE #407

Cedar Rapids, Iowa 52402

Phone: (319) 393-3115 • **FAX:** (319) 393-4931

Email: rayassoc@netins.net

Web: www.rayandassociatesonline.com

...with excellence in academic
...work collaboratively to offer students
...and practices in teaching.

Seeking a Superintendent Who...

...put, but can make a
...necessary.

...ed strong leadership
...us positions.

...st, has high levels of self-
...optimism, and models
...of integrity and personal

...ffective communication
...e speaking, listening and

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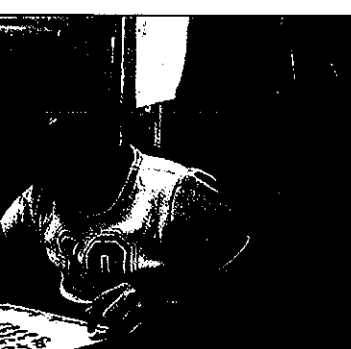
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- is able to develop an effective administrative team capable of advancing a common vision, and delegate authority appropriately to them while maintaining accountability.
- has the ability to develop and communicate a vision of quality education.
- possesses the leadership skills required to respond to the challenges presented by an ethnically and culturally diverse community.
- has the ability to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement.

These qualities, leadership abilities, and skills are based on feedback provided to our School Board from parents, staff and the community.

Application Process

Salem-Keizer Public Schools seeks both traditional and non-traditional candidates for the position of Superintendent of Schools. The successful candidate is expected to start on July 1, 2006. The salary range for this position will begin at \$179,000 and include a competitive benefits package.



welcome



Our School D

- **Enrollment:** 38,981 (school district in Oregon)
- **Area:** 172 square miles (Polk counties (covers rural neighborhoods))
- **Schools:** 65 (45 elementary, 6 middle, 6 high, 4 charter, 1 secondary alternative)
- **Student Demographics:** 26% Hispanic, 6% Middle Eastern, 4% Asian, 2% American Indian, 1% African American
- **Special Education:** 10% of all students
- **English Language Learners:** 10% of all students (top languages: Spanish and Russian)
- **Federal Title I Program:** receive Title I funding
- **Staff:** 4,000+ full-time employees
- **Annual Budget:** \$105,000,000

To Be Considered

To be considered as an applicant for the Superintendent of Schools position, a candidate's file must include:

- A letter of application including personal qualifications
- A completed application
- A current resume
- Several current letters of recommendation and four references

To view current requirements for a Superintendent license in the State of Oregon, please call the Teachers Standards and Practices Commission at 503-378-3586.

References may be contacted and information shared with the Salem-Keizer School Board. Candidates are not to contact the Board directly.

Please Mail To:

Please send applications and supporting materials to Ray and Associates by **February 28, 2006.**

Ray and Associates, Inc.
4403 First Ave. SE #407
Cedar Rapids, Iowa 52402
Phone: (319) 393-3115
FAX: (319) 393-4931
Email: rayassoc@netins.net
Web: www.rayandassociatesonline.com

THE SEARCH BEGINS

Welcome to the Natrona County School District! Thank you for your interest in this inspiring, life-changing place of education.

THE AREA

You may be wondering if Casper, the second largest city in the state, is right for you.

There is no better place to be than in the heart of Wyoming, along the North Platte River, where history, a sense of community and children's endless smiles prevail.

Wyoming is truly "like no place on earth," with its small per-capita population, vast, rolling hills, and "Old West" persona. Casper Mountain accommodates Nordic and alpine skiing, and the three county reservoirs boast excellent fishing, boating and other watercraft activities. Casper enjoys a thriving local art and music scene and also hosts several professional sports teams, which each promote family and community bonding.

With booming businesses, an expanding population and a wide array of wildlife, from eagles to antelope to the occasional bear sighting, there's something for everyone in Casper.

THE DISTRICT

NCSD faculty and staff are committed to excellence in education and believe that the most productive education occurs when school staff, parents and students work as a team toward a common goal: success for the future.

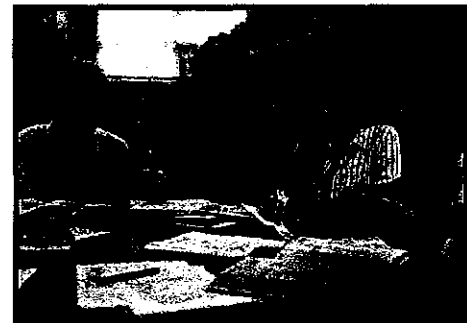
Our educational program is one of the most comprehensive in the state. NCSD promotes schools of choice with emphasis on a variety of instructional strategies that involve the community and site-based decision making.

Natrona County School District is proud of its many programs that assist in creating the best possible futures for our students. One of these is our English as a Second Language program, which is designed to meet the needs of our increasing population of students with limited English-speaking abilities. Summer school, after-school programs, cocurricular activities and ongoing building renovations also play important roles in the effectiveness of our schools.

Thanks to funding provided by the state of Wyoming, NCSD is embarking on a massive construction program that will remodel or rebuild almost all of our schools. Much of this work is already under way. It is a very exciting time to join our district!

SUPERINTENDENT SALARY

The salary will be in the range of \$178,000, plus a comprehensive benefits package. The final salary will be determined based on the candidate's experience and meeting board criteria.



DESIRED QUALITIES

- Inspires trust, self-confidence and models high standards of integrity and personal performance with the ability to develop and communicate a vision of quality education for the future to the board, staff and community
- Is strongly committed to a "student first" philosophy in all decisions
- Has demonstrated strong leadership skills in previous positions
- Ability to share authority appropriately while maintaining accountability for all involved
- Willing to listen to input, but can make a decision when necessary
- Effective communication skills to include speaking, listening and writing
- Ability to focus the district and community on decreasing the drop-out rate/ increasing the graduation rate
- Demonstrated ability to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement
- Ability to lead a large organization dedicated to goals of continuous improvement
- Ability to build consensus and commitment among individuals and groups with emphasis on parental involvement
- Committed to collaborative relationships with administrators, employee group representatives, parents, students and other community members

DEADLINE & SELECTION

All materials submitted as part of the superintendent application will remain confidential to the extent of the law. Applications must be sent to Ray & Associates on or before Jan. 16, 2008. Please see application for a list of materials that must be included in the applicant's file. The names of the semifinalists will be presented to the superintendent search committee for its consideration. Selection of candidates for final interviews is the sole responsibility of the superintendent search committee. Interviews will be conducted the week of Feb. 4, 2008. Superintendent search committee members may elect to visit the communities of the finalists. The board anticipates announcing the new superintendent mid to end of February. **Please do not contact the Natrona County School District or board directly.**

Ray & Associates, Inc.

4403 First Ave. S.E., Ste 407
Cedar Rapids, IA 52402
Phone: 319-393-3115

Fax: 319-393-4931
rayassoc@netins.net
www.rayandassociatesonline.com



NATRONA
COUNTY SCHOOLS
natronaschools.org

SEATTLE PUBLIC SCHOOLS

Seeks a Superintendent of Schools

Seattle Public Schools is the largest public school system in Washington, and the 44th largest in the U.S., with 46,000 students. We have a strong vision: that every student – regardless of race, ethnicity, gender or socioeconomic background – will graduate and be fully prepared to lead a successful life. Our parents take pride that students reflect the diversity of our urban environment and speak more than 100 languages and dialects.

From Mount Rainier to Puget Sound, our area is a beautiful place in which to live and work. Considered the most educated city in the United States, Seattle is home to the University of Washington, has a growing reputation as a medical and biotechnology research center, and is a major port for Pacific Rim trade. Well-known Seattle area employers include Microsoft, Starbucks, Costco, Amazon and Boeing.



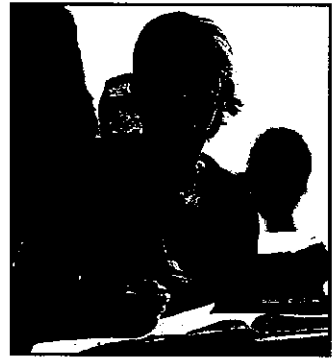
Seattle Public Schools' staff is focused on fostering academic excellence, and the results of this effort show. Our students have made significant progress in the most visible indicator of student achievement: the Washington Assessment of Student Learning. Comparing our students with students across the state for the 2006 WASL, we exceeded the state average in 11 out of 12 categories for fourth-, seventh-, and 10th-graders.

Our schools and staff have been recognized for excellence. The John Stanford International School was selected from more than 2,000 schools nationwide to receive the 2005 School of Distinction honor for demonstrated exceptional achievement and innovation in education, and Maple Elementary was named a national finalist for the same honor in 2006. Several teachers have been recognized by prestigious organizations – including the World Affairs Council and the Milken Family Foundation – for their dedicated work with students.

Seattle Public Schools is supported by a vibrant and involved PTSA organization. In addition, the nonprofit Alliance for Education, a broad-based coalition of business, civic, education and philanthropic leaders, has helped generate more than \$90 million in charitable support to Seattle Public Schools.

Financially, the school district has ended its fourth straight year with a budget surplus. In late 2006, investment research firm Standard & Poor's upgraded its outlook and affirmed Seattle's AA credit rating, which is above average for school districts. In addition, Seattle voters have continuously supported school levies since 1976.

We look forward to welcoming our new Superintendent of Schools into this thriving, diverse learning environment.



Photos © Susie Fitzhugh

Academic Vision:

Every student
a reader, writer,
mathematician
and ready for
college and work



SEATTLE
PUBLIC
SCHOOLS

Requirements

The candidate must have superintendent credentials or relevant work experience. A successful candidate who does not have credentials would be encouraged to obtain certification. More information about Washington's superintendent accreditation process is available at the Office of Superintendent of Public Instruction's Web site, www.k12.wa.us. The School Board has a strong preference for a Superintendent who will live in the Seattle School District.

We Seek a Superintendent Who...

- Has a strong commitment to public education and has a record of successfully leading a diverse, urban public school district.
- Has demonstrated ability to improve student performance and reduce the achievement gap.
- Understands institutional factors contributing to the achievement gap and has demonstrated the ability to address them.
- Has demonstrated the ability to reconcile competing interests in order to keep the needs of all students foremost in the decision-making process.
- Inspires trust and confidence, models integrity, and effectively communicates a vision of quality education.
- Has a capacity to manage complex change and consistently apply continuous improvement strategies.
- Has demonstrated ability to develop and maintain effective working relationships with public education stakeholders.
- Is able to build an effective senior leadership team and hold it accountable for advancing the district vision.
- Has successful experience in sound fiscal management of district resources.

The Board of Directors prefers a candidate with experience as a K-12 educator.

Selection Process

All materials submitted as part of the superintendent application process will remain confidential to the extent allowed by law. After all applicants are reviewed and the consulting firm has conducted preliminary interviews, the names of the semifinalists will be presented to the Seattle School Board for consideration. The Seattle School Board takes sole responsibility for selection of candidates and final interviews. Board members may elect to visit finalists' communities.

Superintendent Salary

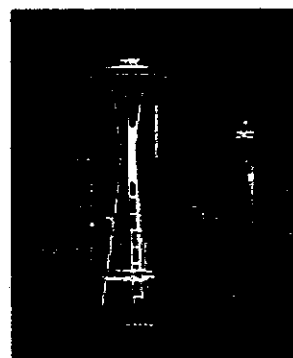
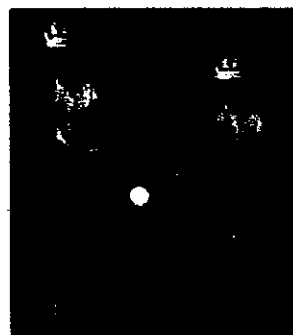
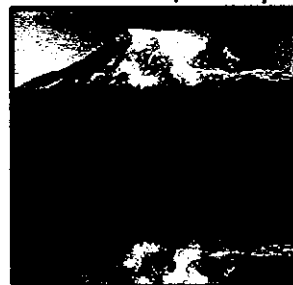
The salary will be approximately \$240,000. The final salary for the successful candidate will be negotiated and determined based upon proven experience, education and qualifications. A comprehensive and competitive benefits package, in addition to retirement benefits through Washington state, is also available.

Deadlines and Application Process

The Seattle School Board encourages all qualified candidates to apply by the **deadline of March 13, 2007**. Requests for application materials and completed applications should be addressed to:

Ray and Associates, Inc.
4403 1st Ave. S.E., Suite 407 • Cedar Rapids, IA 52402
Phone: 319-393-3115 • Fax: 319-393-4931
rayassoc@netins.net • www.rayandassociatesonline.com

Please do not contact the Seattle Public Schools or School Board directly.



SEATTLE AREA ATTRACTIONS

- Pike Place Market
- Space Needle
- Mount Rainier
- Experience Music Project Museum
- Pacific Science Center
- Museum of Flight
- Benaroya Hall and Seattle Symphony
- McCaw Hall and Pacific Northwest Ballet
- Pioneer Square
- Seattle Art Museum
- Olympic Sculpture Park
- Home to the Seattle Seahawks, Mariners, and Sonics



ALBUQUERQUE
PUBLIC SCHOOLS

Albuquerque Public Schools Seeks a Superintendent of Schools

Students & Staff Albuquerque Public Schools is the largest school district in New Mexico and the 34th largest district in the country. Covering more than 1,200 square miles, the district comprises 134 schools educating almost 90,000 children in 86 elementary, 26 middle, 12 high and 10 alternative high schools. APS serves a culturally diverse population with 54 percent Hispanic, 34 percent Caucasian, 5 percent American Indian, 4 percent African American and 2 percent Asian. About 50 percent of students qualify for free or reduced lunch. The district employs almost 14,500 employees, more than 7,000 of whom are teachers. APS has one of the lowest administrative overhead rates in the state.

Academic Success The district outperforms New Mexico on Standards Based Assessments in seven of eight grades tested in both reading and math and is one of four urban districts that outperforms its state on fourth and eighth grade reading and math. APS ranks 39th out of the 100 largest school districts on graduation rates, with a rate of about 80 percent. To ensure student success, APS offers many services to students, including bus transportation, career exploration, counselors, day care, drug/alcohol prevention programs, extracurricular activities and clubs, Head Start, libraries, magnet programs, parenting classes for families, special education services, technology, and much more. APS manages \$75 million in grants that support student achievement, school safety and security.



The Community Albuquerque, New Mexico, is rich in culture and heritage, rooted in centuries of history with blue skies and sun that shines 310 days a year. The largest city in the state, Albuquerque is home to nationally recognized research-based University of New Mexico and a top-rated scientific community. The area offers hundreds of attractions and year-round, seasonal outdoor sports and activities. It is central to historic sites and many other places of interest.

APS offers programs and services to students that enhance their academic performance and personal growth because of its partnerships with parents, businesses, civic groups and others. Some of the partnerships include the APS Education Foundation, Character Counts!, mentor programs for students in science and math, tutorial assistance for students, collaboration with University of New Mexico and Central New Mexico Community College, parent centers, and many more.

Leadership & Budget Seven school board members are elected for staggered four-year terms. The School Board establishes policy for the operation of the school district, and its implementation is carried out under the direction of the Superintendent. APS is one of the largest employers in the state. With a budget of more than \$1.06 billion, the district puts at least \$5 million back in the Albuquerque economy each week. In 2007, voters approved a \$157 million mil levy to fund maintenance and technology upgrades at all 131 APS campuses. Because of continued voter support, a new APS high school is scheduled to open in the fall of 2008 and two new elementary schools and a new middle school will open in the next three years.



Vision

APS partners with families and communities to support great schools and great employees so that all students can learn.



Mission

APS is committed to increase student achievement through a standards-based learning environment supported by a system of continuous improvement.



Requirements The candidate must have superintendent credentials or relevant work experience. A successful candidate who does not have credentials would be encouraged to obtain certification. More information about New Mexico's superintendent accreditation process is available at the Public Education Department website at www.ped.nm.gov. The APS Board of Education has a strong preference for a superintendent who has experience as a K-12 educator.

We Seek a Superintendent Who...

- ◆ Is a visionary and experienced educator who has demonstrated strong leadership skills in motivating others in previous positions.
- ◆ Is strongly committed to a "students first" philosophy in all decisions who will promote a safe and secure school environment conducive to student achievement/learning climate.
- ◆ Is able to meet the challenges of leading a large, diverse, urban school district dedicated to ambitious goals, high standards and continuous improvement.
- ◆ Will commit to community visibility with active interest in a broad range of community groups, stakeholders and organizations.
- ◆ Inspires trust, self-confidence, and models high standards of integrity with the ability to develop and communicate a vision of quality education for the future to the board, staff and community.
- ◆ Has strong fiscal management skills with a proven record of financial solvency.
- ◆ Has the ability to work cooperatively with the New Mexico legislature and New Mexico congressional delegation to receive appropriate funding and achieve state and federal mandates.
- ◆ Has demonstrated effective communication skills which include speaking, listening and writing; and encourages feedback.
- ◆ Will listen and seek input to build consensus and commitment among individuals and groups with emphasis on parental involvement, but can make a decision when necessary.
- ◆ Possesses the leadership skills and experience required to respond to the challenges presented by an ethnically and culturally diverse community and has knowledge and appreciation of bilingual education.
- ◆ Has demonstrated the ability to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement and drop out rate.

Selection Process All materials submitted as part of the superintendent application process will remain confidential to the extent allowed by law. After all applicants are reviewed and preliminary interviews have been conducted by the consulting firm, the names of the semifinalists will be presented to the Albuquerque Public Schools Board of Education for consideration. The APS School Board takes sole responsibility of final interviews. Board members may elect to visit finalists' communities. After all applicants are reviewed by the consulting firm, a pool of candidate applications will be reviewed by the search consultant and special citizen's committee.

Superintendent Salary The salary will be in the range of \$260,000. The final salary for the successful candidate will be negotiated and determined based upon proven experience, education and qualifications. A comprehensive and competitive benefits package, in addition to retirement benefits through New Mexico, is also available.

Deadlines and Application Process The Albuquerque Public Schools Board of Education encourages all qualified candidates to apply by the **deadline of February 19, 2008**. Requests for application materials and completed applications should be addressed to:

Ray and Associates, Inc.
4403 1st Ave. SE, Suite 407 ♦ Cedar Rapids, IA 52402
Phone: 319-393-3115 ♦ Fax: 319-393-4931
rayassoc@netins.net ♦ www.rayandassociatesonline.com

*Please do not contact Albuquerque Public Schools or the
APS Board of Education directly.*



Goals

1. All APS schools will meet or exceed Adequate Yearly Progress goals.
2. All students will meet or exceed proficiency standards in reading and math.
3. All students entering 9th grade will graduate within four years.
4. All teachers, staff, students and parents consider all schools and facilities to be safe and high quality.
5. All employees, students and families report 100% satisfaction with instructional and administrative processes.
6. All levels of the APS organization will meet or exceed accreditation standards and proficiency measures.

FORT WORTH

Independent School District

Announcement of Superintendent Vacancy

The Fort Worth Independent School District

The Fort Worth Independent School District is the third largest urban school district in the state of Texas with 10,000 employees serving approximately 80,000 students of diverse cultures and socio-economic levels. Our student body is 50.2% Hispanic; 29.0% African American; 18.8% White/Anglo; and 2% Other. Seventy percent of our students are eligible for free or reduced meals. The district encompasses 125 campuses including 13 high schools, 24 middle schools, 80 elementary schools, and 8 alternative schools.

FWISD's commitment to academic excellence is producing results.

- In 2004, a new state accountability system rated 31 FWISD schools as Recognized and two as Exemplary.
- In 2004, Glen Park Elementary was honored nationally in the *No Child Left Behind Blue Ribbon School* program. In 2003, Rufino Mendoza Elementary was one of only 21 Texas schools receiving the same recognition.
- Ninety-five percent of the FWISD's third graders passed the 2004 reading portion of the TAKS.
- For eight consecutive years, FWISD has earned the *SchoolMatch* "What Parents Want Award" in recognition of efforts to meet students' needs.
- In 2004, FWISD graduates were awarded \$33.7 million in scholarship offers.
- This year, more than \$11 million in grants, including the Accelerated Reading Instruction Grant and the Emergency Response and Crisis Management Grant, supported achievement, school safety and security.

Community support is strong in Fort Worth.

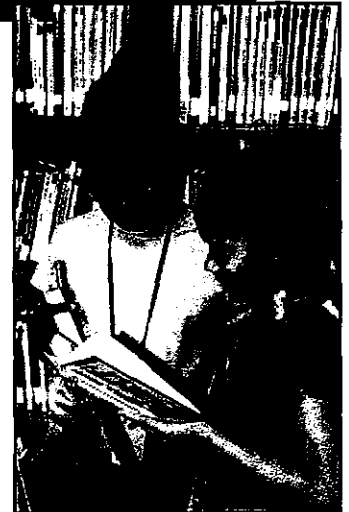
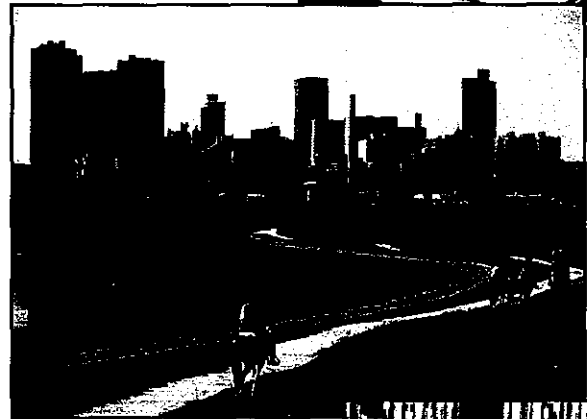
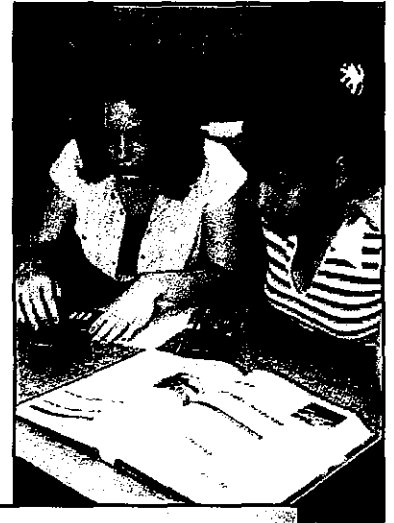
- A Stay-In-School Initiative, developed with community leaders from the Fort Worth Chamber, Metropolitan Black Chamber and Fort Worth Hispanic Chamber, provides mentoring activities through several programs.
- The Comprehensive Truancy Intervention Program (CTIP) is a national award winning collaboration with city, county and social service agencies working together to keep students in school.
- FWISD partners with the city to offer award winning after-school and evening programs to provide support, tutoring and enrichment for students and parents.
- Nationally acclaimed partnerships with businesses include Vital Link, Adopt-A-School, and the Chairs for Teaching Excellence program.

For more information on the district, visit our website: www.fortworthisd.org

The City of Fort Worth

Fort Worth is a cultural oasis known for its nationally acclaimed opera house, museums and zoo. The city, home to 500,000 people, is part of a large North Texas Metroplex that offers national sporting events, family-friendly outdoor festivals, and concerts. The ballet, the symphony, a PGA golf course or two, all can be found within the area.

For more information about Fort Worth, recently named one of the *30 Most Livable Communities* in the nation, visit the following websites: www.fortworth.com, www.fortworthchamber.com, and www.cityoffortworth.com.



FORT
WORTH

INDEPENDENT SCHOOL DISTRICT

Qualifications

The FWISD Board of Education seeks a superintendent who:

- is willing to listen to input, but can make a decision when necessary,
- has demonstrated strong leadership skills in previous positions,
- will inspire trust, has high levels of self-confidence and optimism, and models high standards of integrity and personal performance,
- has strong knowledge of sound fiscal procedures and successful experience in management of district resources, personnel and operations including appropriate participation of others in planning and decision making,
- has the ability to delegate authority appropriately while maintaining accountability,
- is strongly committed to a "student first" philosophy with significant experience in enhancing student performance by identifying and narrowing achievement gaps,
- has the ability to develop and communicate a vision of quality education for the future to the board, staff and community,
- possesses the leadership skills required to respond to the challenges presented by an ethnically and culturally diverse community, and
- has the ability to lead a large organization dedicated to goals of continuous improvement.



Requirements

Candidates must have or be qualified to obtain the Texas Superintendency Certificate. A successful record of administrative experience and accomplishments is required. For more information, visit the Texas State Board for Educator Certification at www.sbec.state.tx.us; 1001 Trinity Street, Austin, Texas 78701-2603; (888) 863-5880.



Superintendent Salary and Benefits

The salary for the superintendent of schools for the FWISD will be in the range of \$300,000 and will be determined based on experience and qualifications. A comprehensive and competitive benefits package, in addition to retirement benefits through the Teacher Retirement System of Texas, also will be available.



Selection Process

All materials submitted as part of the superintendent application process will remain confidential to the extent allowed by the law. After all applications are reviewed and preliminary interviews have been conducted by the consulting firm, the names of semifinalists will be presented to the FWISD Board of Education for its consideration. Selection of candidates for final interviews is the sole responsibility of the FWISD Board of Education. Board members may elect to visit communities of finalists for the position of superintendent. All inquires should be directed to Ray and Associates, Inc. **Candidates should not contact members of the FWISD Board of Education or FWISD offices.**

Deadlines and Application Process

The Fort Worth Independent School District Board of Education encourages all qualified candidates to apply. The Board has engaged the services of Ray and Associates, Inc. as consultants in the nationwide search. Those wishing to apply for the position of superintendent of FWISD should request applications materials from Ray and Associates, Inc.

Application Deadline is January 10, 2005

To acquire application materials:

Phone: (319) 393-3115

Fax: (319) 393-4931

Email: rayassoc@netins.net

Web site: www.rayandassociatesonline.com

Send application to:

Ray and Associates, Inc.
4403 First Avenue SE, Suite 407
Cedar Rapids, Iowa 52402

Fort Worth ISD is an equal opportunity employer.

**FORT
WORTH**

INDEPENDENT SCHOOL DISTRICT

**Application Deadline is
January 10, 2005**

Knox County Board of Education seeking proven leader for the position of Superintendent of Schools

Visit www.knoxschools.org

Desired Characteristics:

- * Inspires trust, has high levels of self-confidence and optimism, and models high standards of integrity and personal performance.
- * Demonstrates effective communication skills to include speaking, listening and writing.
- * Has demonstrated strong leadership skills in previous positions.
- * Possesses excellent people skills, will listen to input, but can make a decision when necessary
- * Ability to develop and communicate a vision of quality education for the future to the board, staff and community.
- * Is strongly committed to a "student first" philosophy in all decisions.
- * Has demonstrated the ability to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement.
- * Has knowledge of and successful experience in sound fiscal practices and management of district resources, including appropriate participation of others in planning and decision-making.
- * Is able to identify and select building and central office administrators who are capable of advancing the district vision.
- * Is able to lead a large organization dedicated to goals of continuous improvement.
- * Can delegate authority appropriately while maintaining accountability

Compensation:

The salary for the Superintendent of Schools will be in the range of **\$240,000** and will be determined based on experience and qualifications. A comprehensive and competitive benefits package will also be available.

Selection Process:

All materials submitted as part of the Superintendent of Schools application process will remain confidential to the extent allowed by Tennessee law. After all applications are reviewed and preliminary interviews have been conducted by the consulting firm, the names of the semi-finalists will be presented to the Knox County Board of Education for consideration. Selection of candidates for final interviews is the sole responsibility of the Knox County Board of Education. Board members may elect to visit communities of the finalists. All inquiries should be directed to Ray and Associates, Inc. Candidates should not contact members of the Knox County Board of Education.

Deadline:

The Knox County Board of Education encourages all qualified applicants to apply. All application materials should be sent to Ray and Associates, Inc., 4403 1st Ave SE, Suite 4078, Cedar Rapids, IA 52402-3221. Website: www.rayandassociatesonline.com. The application deadline is February 20, 2008.



Knox County Board of Education seeking proven leader for the position of Superintendent of Schools

Visit www.knoxschools.org



The System:

The **Knox County School System** is a diverse system of urban, suburban and rural schools with 50 elementary schools, 14 middle schools, 13 high schools, and nine special schools serving more than 54,000 students. The system employs about 8,000 teachers and support personnel and is the fourth largest employer in the region.

The system has an annual operating budget of over \$357 million and a total budget of over \$400 million.

The Knox County School System is one of the top performing school systems in the state, but is seeking to become a top performing system nationally.

The system has a mission to have 100% of students complete high school – 90% of that number will graduate with a regular diploma. Of the regular graduates, 90% would take the ACT and 90% of those taking the ACT would score 21 or better.

The Knox County School System has been recognized nationally for exceptional performance on the ACT test and for the effective use of the Explore and Plan components of the ACT.

The system is working hand in hand with community organizations such as the Great Schools Partnership to implement a number of research based education strategies and tactics to redesign public education in Knox County.

The Community:

Knox County is a regional economic center in East Tennessee with a population of over 400,000 and occupies 506 square miles of land area. About 90% of students in Knox County attend public schools. This fact alone demonstrates the community's belief in and support of public education and the Knox County School System.

The area has been recognized by national lifestyle and business magazines as a fantastic place to live and work.

* *Forbes* magazine, Best Places for Business & Careers - **ranked #5**

* *Expansion Management* magazine, America's 50 Hottest Cities for Business Relocation & Expansion - **ranked #9**

* *Places Rated Almanac Millenium Edition*, Best Place to Live for cities under 1 million population - **ranked #1**

* *Sperling's Best Places*, Best Places for Affordable Living - **ranked #8**

* *Money Magazine*, Best Places to Retire - **ranked #10**

* *Inc.* magazine, Top Mid-Size City Boom Towns (for Job Growth) - **ranked #24**

GCS SEEKS SUPERINTENDENT OF SCHOOLS



THE COMMUNITY

Guilford County is fast-growing, rich in history, diversity, culture, arts and entertainment.

- Nestled in the center of North Carolina, the county is the site of an expanding tech community including RF Micro Devices and HondaJet and will see the opening of a new FedEx hub in 2009.
- Visitors and residents of all ages can enjoy attractions such as museums, sporting and special events, historical gardens and outdoor shopping throughout the area. Plus, the county is less than a half-day's drive to both the coast and the mountains.
- Downtown Greensboro has experienced a redevelopment over the past several years with new housing, dining and shopping options, along with NewBridge Bank Park, a Minor League Baseball park located in the heart of downtown.
- High Point is home to the North Carolina Shakespeare Festival. The High Point Furniture Market, an event that brings more than 85,000 people to the area twice a year, and boasts the title of Home furnishings Capital of the World™.
- Rural Guilford County is a diverse mix of thriving small cities and townships, farmland and open spaces, which greatly enhance the quality of life of the area.
- With seven colleges or universities, higher education is one of the keys to Guilford County's success.

GCS: UNLIKE ANY OTHER DISTRICT

GCS offers a wide range of educational choices that are not usually found in public school systems such as:

- 18 magnet schools offering regular comprehensive curricula plus specialized themes or studies
- Other high school options include the district's Early College Academy schools/programs
- Four International Baccalaureate (IB) programs, an award-winning tech prep program and Weaver Academy, an advanced academics, performing arts and vocational technical school
- The district is a national and state leader in the Middle College High School movement, locating six middle college high schools for disconnected students on local college and university campuses.
- In the 2006-07 school year, GCS launched the Mission Possible program; a comprehensive teacher incentive plan that combines multiple components to keep and attract highly effective teachers and administrators for the ultimate goal of increasing student achievement in schools with critical needs. In the fall of 2006, the U.S. Department of Education provided an \$8 million grant to expand the initiative.

REQUIREMENTS

The candidate must possess a master's degree, with advanced degree/doctorate preferred, in education administration, public or business administration or a related field, and progressively responsible experience in public administration and management. The candidate also must obtain a superintendent's license from the N.C. Department of Public Instruction.

SELECTION PROCESS

All materials submitted as part of the superintendent application process will remain confidential to the extent allowed by law. After all applicants are reviewed and preliminary interviews have been conducted by the consulting firm, names of the semifinalists will be presented to the Guilford County Board of Education for consideration, which will take sole responsibility for final interviews.

SALARY AND BENEFITS

The salary is competitive and includes a comprehensive benefits package and retirement benefits through the state of North Carolina.

APPLICATION DEADLINE

Applications must be sent on or before June 3, 2008. The Guilford County Board of Education encourages all qualified candidates to apply. Candidates should not contact the district or members of the Board directly. For more information or to send a completed application, contact:

Ray and Associates, Inc.
4403 First Avenue SE, Suite 407
Cedar Rapids, IA 52402
(319) 393-3115 / (319) 393-4931 - fax
glr@rayassoc.com

OUR MISSION

The second largest employer in a 12-county area, GCS' more than 10,000 full- and part-time employees enthusiastically **share the district's mission**: GCS will graduate responsible citizens prepared to succeed in higher education or the career of their choice.

GCS in the Spotlight

"Every summer, there is a fabulous moment at the Greensboro, N.C., 'Cool to Be Smart' celebration for students who have passed five or more Advanced Placement exams - the moment when one of them selects a lucky key and wins a new car and balloons cascade from the ceiling."

- The New York Times, January 8, 2006

www.gcsnc.com

GCS SEEKS SUPERINTENDENT OF SCHOOLS



GCS BY THE NUMBERS

71,418

Total enrollment for the 2007-08 school year, making GCS the third largest district in the state.

3,897

The number of students scoring a 3 or better on AP exams, a number which has more than doubled since 2000.

126

The district now serves students from 106 different cultural backgrounds who speak more than 126 languages/dialects.

120

The total number of schools in the district, including 67 elementary schools, 22 middle schools, 26 high schools and 7 alternative schools.

79.7%

The 2006-07 graduation rate. The state average graduation rate was 69.4 percent.

68

\$68 million in scholarships was offered to the class of 2007, a record-breaking figure for GCS.

2.99

The dropout rate for the 2006-07 school year. It is significantly below the state average of 5.24 percent.

-15.8

The drop in the percentage gap between white and African-American students on fifth-grade reading end-of-grade tests from 1999-2000 to 2005-06. Just one indicator that the achievement gap between white and non-white students has narrowed.

WE SEEK A SUPERINTENDENT WHO...

- Will inspire trust, has high levels of self-confidence and optimism and models high standards of integrity and personal performance.
- Is able to build consensus and commitment among individuals and groups with emphasis on parental involvement.
- Possesses excellent people skills.
- Is strongly committed to a student-centered philosophy in all decisions.
- Has the ability to secure and promote positive student behavior conducive to student achievement/learning climate.
- Will listen to input, but can make a decision when necessary.
- Remains current on educational issues for application in the district when appropriate, and has demonstrated the ability to enhance student performance through a well-rounded curriculum, especially in identifying and closing or narrowing the gaps in student achievement.
- Demonstrates effective communication skills to include speaking, listening and writing.
- Possesses the leadership skills required to respond to the challenges presented by an ethnically and culturally diverse community.
- Will commit to community visibility with high interest in a broad range of community groups and organizations.
- Has knowledge of and successful experience in sound fiscal practices and management of district resources, including appropriate participation of others in planning and decision-making.
- Is able to identify and select building and central office administrators, and to build and direct an effective administration team who is capable of advancing the district vision and committed to professional growth, and can delegate authority appropriately while maintaining accountability.

OUR STUDENTS - AT A GLANCE

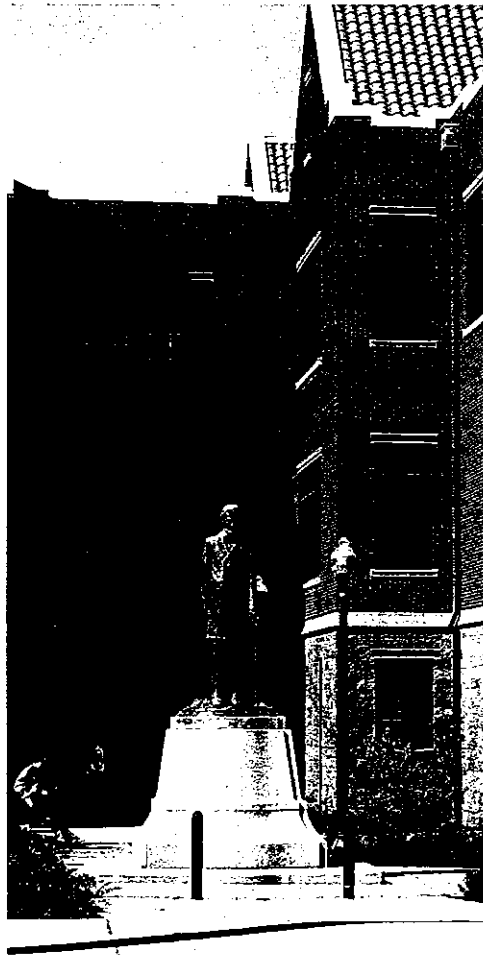
Asian.....	4.8%
American Indian	0
Multi-Racial	0
Black	40
Hispanic	7
White	41
Languages/Dialects	126
Student Cultural and Ethnic Groups	106
Special Education Students	10,469
Advanced Learners	1,801
Students on Free/Reduced Lunch	48.5%

STRIVING. ACHIEVING. EXCELLING.

Superintendent Search

TACOMA

Washington



The Tacoma Public Schools invite applications from outstanding candidates for superintendent of the third largest district in Washington.

Learning and Leadership
Tacoma
Public Schools



Tacoma Public Schools

The Tacoma Public Schools (TPS) is the third largest district in Washington state serving more than 29,000 children in kindergarten through grade 12. The district has 37 elementary schools, 11 middle schools, five comprehensive high schools and six alternative learning sites. TPS has more than 4,400 employees and is one of the largest employers in the city of Tacoma.

The district has been a "lighthouse" district for many years and often leads the way for the state's 296 districts in piloting new programs and implementing innovative ideas. The Hilltop Artists in Residence glassblowing program is known nationwide. The Tacoma Public Schools also has Bryant Montessori School for K-8, Sheridan Elementary School language immersion program and Grant Center for the Expressive Arts Elementary School. Tacoma School of the Arts is a successful small high school that was developed collaboratively with community arts organizations. The Tacoma Public Schools has an extensive special education department and programs for highly capable students.

The district has had a strong history of passing educational programs and operations levies and construction bond issues to continue its 30-year plan to renovate, remodel or replace all of its schools. Voters passed an operations levy on the second try in April 2006. TPS is also acquiring state-of-the-art technology such as SMART boards and voice-enhancing microphones for teachers.

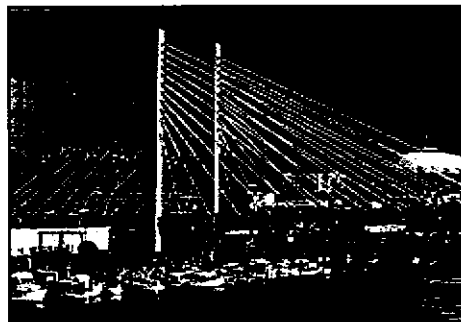
District Facts

- Student count 29,105
- Minority enrollment 49.2%
 - American Indian 2.0%
 - Asian 12.5%
 - Black 23.2%
 - Hispanic 11.9%
- Free or reduced-price meals 54.8%
- Special education 12.9%
- Transitional bilingual 6.1%
- District schools
 - Elementary schools 37
 - Middle schools 11
 - Comprehensive high schools 5
 - Alternative learning sites 6
- Total number of employees 4,411
 - Teachers 2,436
 - Beginning salary \$36,314
 - Average salary \$54,157
- Estimated per pupil cost \$10,540
- Operating budget \$313,421,684
- 2007-08 funding sources
 - State 61.4%
 - Local taxes 22.3%
 - Federal 12.4%
 - Local non-taxes 2.7%
 - Other 1.2%

Our Community

The city of Tacoma, located on Puget Sound in the heart of the Pacific Northwest's "evergreen playground," has nearly 66 miles of shoreline and many parks, including Point Defiance Park with a world-class zoo and aquarium. Seattle, ocean beaches and mountains are within easy driving distance. The Tacoma Dome hosts sports and entertainment activities, and Cheney Stadium is home to a professional AAA baseball team.

Tacoma has a culturally diverse population of 201,700. People of all ages enjoy numerous museums, such as the Washington State Historical Museum, the Tacoma Art Museum and the Museum of Glass; theater productions; art galleries; a fine library system; musical entertainment; and many local events. Tacoma also has several universities: the University of Puget Sound, Pacific Lutheran University and the University of Washington Tacoma. McChord Air Force Base, Ft. Lewis and Madigan Army Hospital further enhance the Tacoma community.



We Seek a Superintendent Who...

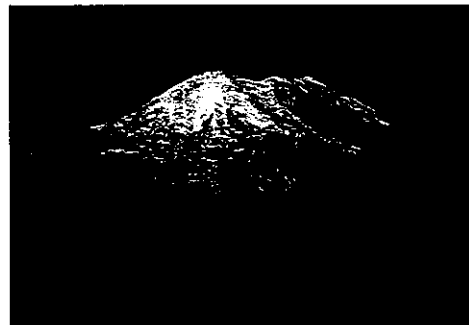
The Board of Directors of the Tacoma Public Schools seek a strong leader who is committed to a “student-first” philosophy and can enhance student performance, narrow the achievement gap, improve graduation rates and work well in a diverse, multicultural community.

In addition, the Board of Directors and community members would like a superintendent who demonstrates the following characteristics:

- Is strongly committed to a “student first” philosophy with a belief that all students can and will succeed
- Demonstrates ability to develop and implement programs that improve achievement for all students
- Demonstrates ability to lead a complex educational system
- Inspires trust, has high levels of self-confidence and optimism, and models high standards of integrity and personal performance
- Demonstrates ability to seek input and has strong, effective communication and decision-making skills
- Possesses the leadership skills and understanding required to respond to the challenges presented by an ethnically and culturally diverse community
- Recognizes the importance of and values all members of the community as participants of the teaching and learning team
- Commits to continuous community visibility with high interest and enthusiasm

TPS Superintendent Salary

Salary to be negotiated



Tacoma Public Schools
601 S. 8th St.
Tacoma, WA 98405
253.571.1000
www.tacomaschools.org

Application Process

Traditional and non-traditional candidates will be considered. Please direct all inquiries, applications and supporting materials to:

Ray and Associates, Inc.
Executive Search Consultants
4403 First Avenue S.E., Suite 407
Cedar Rapids, IA 52402-3221
Phone: 319.393.3115
Fax: 319.393.4931
E-mail: glr@rayassoc.com
Web site: www.rayassoc.com

Please do not contact the district or board members directly. Application deadline: Friday, Feb. 29, 2008, or until filled

Applicant's file must include:

- A letter of application stating personal qualifications, experiences and reasons for interest in the position
- A *signed* official application form and *current* resume
- The names of four persons who will serve as professional references and who can be contacted. (*Include name, title and telephone numbers for both home and business and a cell phone number, if known*)
- Several current letters of recommendation



Important Dates

Closing date:	Feb. 29 or until filled
Semifinalists to board:	March 12
Interviews:	Week of March 17
Selection:	To be determined
Starting date:	July 1



Tacoma School District complies with all federal and state laws and regulations and does not discriminate on the basis of race, religion, color, national origin or ancestry, sex, gender identity, sexual orientation, age, marital or veteran status or disability. This applies to all educational programs and extra-curricular activities. Inquiries regarding the application of the above should be directed to the deputy superintendent, telephone 253.571.1011. Inquiries regarding the application of Section 504 of the Rehabilitation Act (concerning students with disabilities who are not eligible for special education) should be directed to the coordinator of guidance and counseling, telephone 253.571.1182. Inquiries regarding accommodations for disabled employees, the public and accessibility of facilities and programs should be directed to the disability accommodation officer, telephone 253.571.1021. These individuals may be contacted by mail at P.O. Box 1357, Tacoma, WA 98401-1357.

The Vision of the Tacoma Public Schools is to:

Establish and maintain an alliance among students, parents, administrators, teachers, staff and community, which will continually adapt to new situations by improving the education offered to our students in order to prepare them for the ever-changing challenges of life.

The Mission of the Tacoma Public Schools is to:

Provide excellent instruction that results in increased student achievement and to create a dynamic partnership with parents and our community.